



ASSESSING THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE JOB SATISFACTION IN JIGAWA STATE MINISTRY OF COMMERCE

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Abstract

This study assessed how Human Resource Management (HRM) practices affect job satisfaction in the Jigawa State Ministry of Commerce. The research focuses on three questions: identifying which HRM practices are most closely linked to employee satisfaction in the ministry, examining the contextual factors that shape the relationship between these practices and satisfaction, and suggesting ways to improve HRM practices to boost both satisfaction and productivity. Due to the limited research available on this topic in the ministry, a descriptive research design was used. Questionnaires were distributed to 72 respondents but was 68questionnaire that researcher able retrieve, and all were returned, giving a 100% response rate and strengthening the reliability of the data. ANOVA was applied to test the hypotheses, and the results were presented in tables for clarity. The findings show a positive link between certain HRM practices and job satisfaction. Key practices include clear job roles, opportunities for career development, recognition of performance, a safe workplace, work-life balance, open communication, and fair pay and benefits. These results support existing literature on the role of HRM practices in improving employee well-being and satisfaction. In summary, the study highlights the close connection between HRM practices and job satisfaction within the Jigawa State Ministry of Commerce.

Keywords: Human Resource, Practices, Job satisfaction

1.0 Introduction

An organization's success largely depends on how satisfied and motivated its employees are. When employees feel happy and motivated, they tend to work more effectively and contribute positively to the workplace. Many studies have looked at how Human Resource Management (HRM) practices influence job satisfaction, and most agree that these practices play a key role. HRM practices cover the policies, processes, and systems used to manage employees, such as recruitment, selection, training, development, compensation, and performance management (Wright &

McMahan, 2024). When organizations apply these practices well, employee satisfaction usually improves, which in turn boosts productivity and overall performance. In recent years, more attention has been given to how HRM practices support job satisfaction and organizational performance. Chen and Huang (2023) found that practices like training and development, performance appraisal, and reward systems are positively linked to job satisfaction. Their study showed that regular training makes employees feel valued and more committed. It also helps them gain new skills, which increases both satisfaction and motivation.



Likewise, fair and transparent appraisal systems make employees feel recognized for their work. Reward and recognition programs are another important factor. Al-Jewari, Al-Busaidi, and Al-Shammakhi (2022) reported that both financial rewards, like bonuses and pay raises, and non-financial rewards, such as public recognition and career growth opportunities, improve job satisfaction. When employees feel their efforts are acknowledged, they become more satisfied and loyal to the organization. Employee engagement is also closely tied to job satisfaction. Hasan, Chand, and Anwar (2021) found a positive relationship between the two. Engagement reflects how committed and connected employees feel to their work and organization (Sarkar & Sarkar, 2020). A positive work environment, career development opportunities, and open communication can all strengthen engagement. Bakker and Demerouti (2021) note that job satisfaction directly affects employee performance and commitment. Satisfied employees are usually more engaged, motivated, and loyal, which leads to higher productivity, lower staff turnover, and better organizational outcomes. This is supported by Mone and London (2022), who showed that HRM practices directly influence both job satisfaction and performance.

For the Jigawa State Ministry of Commerce, employee satisfaction is vital since the agency drives economic growth and development in the state. Effective HRM practices are central to achieving this. Good recruitment and selection help bring in people who fit the organization's culture and goals. Training and development equip employees with the skills needed to perform well, which improves satisfaction (Meyer et al., 2021). Research also shows that fair compensation and strong performance

management systems are linked to higher job satisfaction (Akhtar et al., 2024). Mohammed and Yusuf (2020) studied appraisal fairness in the Jigawa State Teachers Service Commission and found that when employees view appraisals as fair, their satisfaction with the process and overall performance improve. This highlights the role of organizational justice. Akinyemi (2021) found that work environment and promotion opportunities were among the top HRM practices affecting job satisfaction among public service employees, with compensation also playing a role. In Nigeria, studies like Ojo (2022) confirm that HRM practices such as training, promotion, and compensation significantly affect employee motivation and job performance.

The motivation for studying HRM practices in the Jigawa State Ministry of Commerce and Industry comes from the need to understand public sector management in a developing region. As a key driver of the state's economy, the ministry faces challenges related to motivation, staff retention, and performance. Investigating these practices can reveal areas for improvement that could raise job satisfaction, increase productivity, and enhance service delivery. By looking at recruitment, training, promotion, and compensation, researchers can offer recommendations to guide policy and bring about positive change.

Statement of the Problem

Job satisfaction among employees is essential for organizational success, and research shows that Human Resource Management (HRM) practices play a major role in influencing it (Wright & McMahan, 2024). The Jigawa State Ministry of Commerce, like other organizations, aims to improve employee satisfaction through



effective HRM practices. Yet, several issues within the ministry appear to be hindering this goal. A key issue is the weakness in recruitment and selection processes. When these procedures are not well-structured, the ministry may fail to attract and employ qualified individuals who align with its culture and objectives. This can leave employees feeling unsupported by colleagues and overburdened, leading to dissatisfaction, higher staff turnover, and reduced productivity (Meyer et al., 2024).

Another concern is the lack of adequate training and development opportunities. Without proper training, employees may feel unprepared and unsure in their roles, which affects their confidence and job satisfaction. It also limits the organization's ability to achieve its targets, resulting in lower performance and morale (Akhtar et al., 2024). Furthermore, poor compensation systems and ineffective performance management can deepen employee dissatisfaction. If staff perceive their pay as unfair or feel that evaluations are biased, motivation declines, productivity drops, and turnover rises. On the other hand, fair compensation and transparent performance management can boost motivation and satisfaction, thereby improving output (Rahman & Nasrin, 2020). Given these challenges, this study seeks to examine how they affect employee job satisfaction in the Jigawa State Ministry of Commerce.

Literature Review

Concept of Human Resource Management (HRM) Practices

Human Resource Management (HRM) practices are the set of policies, procedures, and systems organizations use to manage their workforce. These include activities such as recruitment and selection, training and development, compensation, and performance management. Effective HRM

practices are vital for organizational success because they directly shape employee performance and productivity. Numerous studies have linked HRM practices to outcomes like job satisfaction, organizational commitment, and employee performance (Wright & McMahan, 2024; Meyer et al., 2024; Akhtar et al., 2024). Recruitment and selection focus on finding and hiring candidates who fit the job requirements. Organizations use methods such as job postings, online platforms, and referrals to identify suitable applicants. When the process is well-structured, it helps secure employees with the right skills and experience, which can boost satisfaction and productivity (Breaugh & Starke, 2021). Research consistently shows that strong HRM practices improve job satisfaction. For instance, effective hiring ensures employees align with the organization's culture and goals, while training programs equip staff with the skills needed to perform well, increasing satisfaction (Meyer et al., 2024). Similarly, fair compensation and sound performance management systems are positively linked to how satisfied employees feel (Akhtar et al., 2024). HRM practices can also influence job satisfaction indirectly by affecting other workplace outcomes such as performance, commitment, and engagement (Boxall & Macky, 2023). Boselie et al. (2022) found that high-performance work practices—practices that emphasize employee involvement, development, and reward—significantly improve job satisfaction, commitment, and performance.

However, the relationship between HRM practices and job satisfaction is not automatic. It can be shaped by contextual factors like workplace culture, leadership style, and job characteristics. Organizational culture, defined by shared values and



behaviors, influences how employees respond to HRM practices (Sarkar & Sarkar, 2023). Leadership matters too; transformational leaders tend to foster higher satisfaction (Rahman & Nasrin, 2020). Job characteristics such as task variety, autonomy, and feedback also play a role. Training and development are key practices that help employees gain the knowledge and skills required for their roles. These can take the form of on-the-job training, mentoring, coaching, or formal courses. When done well, they increase employees' confidence and satisfaction (Meyer et al., 2024).

Types of HRM Practices

Organizations use several types of HRM practices to manage employees effectively:

Recruitment and Selection: Methods like job ads, referrals, campus recruitment, and online portals help attract the right talent. When done well, they improve satisfaction, reduce turnover, and raise productivity (Amin & Zakaria, 2022).

Training and Development: These include on-the-job training, mentoring, coaching, and e-learning. Effective programs enhance skills, job satisfaction, performance, and retention (Bassi & McMurrer, 2023).

Compensation: This covers salaries, bonuses, stock options, and benefits. Good compensation systems increase motivation and satisfaction while helping retain skilled staff (Milkovich & Newman, 2020).

Performance Management: Practices such as appraisals, 360-degree feedback, and performance-based rewards clarify expectations and boost engagement, satisfaction, and productivity (Boswell & Boudreau, 2021).

Concept of Job Satisfaction

Job satisfaction is a complex, multidimensional concept widely studied in organizational behavior. Locke (2021)

describes it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.” Spector (2021) defines it as “the degree to which individuals feel positively or negatively about their jobs.”

Essentially, job satisfaction reflects how employees evaluate their work environment, tasks, and relationships at work. It is influenced by factors such as job challenge and autonomy, support and recognition from the organization, and alignment between personal values and the job’s purpose (Saari & Judge, 2020).

Job satisfaction is not static; it can change with shifts in job demands, workplace relationships, or personal circumstances (Gupta & Shaheen, 2023). It is also context-dependent—what satisfies one employee may not satisfy another in a different role or organization (Breaugh, 2022).

Factors That Influence the Relationship between HRM Practices and Employee Job Satisfaction

The link between HRM practices and employee job satisfaction is not straightforward—it is shaped by several influencing factors. Key ones identified in research include:

Perceived Organizational Support: Employees who feel that their organization values them and cares about their well-being are more likely to be satisfied with their jobs (Eisenberger et al., 1986). HRM practices that foster a supportive environment and encourage employee growth can strengthen this perception and improve satisfaction (Rhoades & Eisenberger, 2021). **Leadership Style:** The way managers lead affects how HRM practices impact satisfaction. Transformational leadership, which focuses on developing and empowering employees, is linked to higher job satisfaction. In contrast, authoritarian leadership—marked



by strict control and limited employee input—can weaken the positive effects of HRM practices (Barling et al., 2022).

Job Demands and Resources: The nature of employees' workloads and the resources available to them also matter. Heavy demands, like excessive workload or tight deadlines, can reduce the positive impact of HRM practices on satisfaction (Bakker et al., 2023). Providing sufficient resources, such as training and support, helps strengthen that positive effect. **Individual Differences:** Personal traits, values, and attitudes influence how employees respond to HRM practices. For instance, employees who value autonomy may feel dissatisfied if practices are too restrictive (Deci & Ryan, 1985). Similarly, those who prioritize work-life balance may be less satisfied if flexible arrangements are lacking.

Employee characteristics like personality and length of service can shape the relationship. For example, highly neurotic employees may react more strongly to poor HRM practices, while long-serving employees may be more sensitive to their quality due to greater investment in the organization (Kristof-Brown et al., 2022).

Comparison of Previous Studies

The reviewed studies generally agree that Human Resource Management (HRM) practices have a positive influence on employee job satisfaction, although they emphasize different aspects of HRM.* Wright and McMahan, Meyer et al., and Akhtar et al. consistently found that effective HRM practices such as recruitment, training, compensation, and performance management improve employee job satisfaction and organizational performance. Boselie et al. emphasized that high-performance work practices enhance not only job satisfaction but also organizational commitment and employee

performance. Amin and Zakaria found that effective recruitment and selection reduce turnover and improve job satisfaction.

Contradictions Identified

Although most studies report a positive relationship between HRM practices and job satisfaction, some differences emerge. While Meyer et al. and Akhtar et al. suggest that HRM practices directly improve job satisfaction, Boxall and Macky argue that the relationship may be indirect through employee engagement, organizational commitment, and performance. Boselie et al. emphasize the effectiveness of high-performance work practices, whereas Sarkar and Sarkar argue that organizational culture determines whether HRM practices actually produce positive outcomes. Rahman and Nasrin found that transformational leadership strengthens the positive effect of HRM practices, while authoritarian leadership weakens it, indicating that leadership style can alter the relationship. Bakker et al. suggest that excessive job demands can reduce the positive impact of HRM practices, whereas other studies assume HRM practices generally produce positive outcomes regardless of workload.

Research Gaps

Most studies establish that HRM practices influence job satisfaction but pay less attention to how contextual factors such as organizational culture, leadership style, perceived organizational support, and organizational justice shape this relationship. Much of the existing evidence comes from developed countries, with relatively limited empirical research in developing countries such as Nigeria, particularly in the public sector. Few studies examine the combined effects of multiple HRM practices (recruitment, training, compensation, and performance management) on employee job satisfaction



within a single organizational setting. There is limited evidence focusing on organizations operating in specific local contexts where institutional, cultural, and economic conditions may influence HRM effectiveness. Many studies focus on direct relationships, while fewer investigate moderating or mediating variables that explain why HRM practices succeed in some organizations but not in others.

Why this study is necessary

This study is necessary due to the fact that it addresses the limited empirical evidence on the relationship between HRM practices and employee job satisfaction within the Nigerian context and also examines the combined influence of key HRM practices—recruitment and selection, training and development, compensation, and performance management—rather than focusing on only one practice. It further considers contextual factors that may influence the effectiveness of HRM practices, thereby providing a more comprehensive understanding of the relationship. The findings will provide practical recommendations for managers and policymakers on improving employee job satisfaction through effective HRM practices. The study will contribute to the existing body of knowledge by providing evidence from the specific organizational context under investigation, thereby filling an important gap in the literature.

Contextual Gap

A contextual gap exists because most studies on the relationship between HRM practices and employee job satisfaction have been conducted in private organizations or in developed countries. Although some Nigerian studies exist, there is limited evidence focusing specifically on the Jigawa State Ministry of Commerce and Industry or similar public-sector organizations in

Northern Nigeria. The unique socio-economic, cultural, and administrative environment of the ministry may influence how HRM practices affect employee job satisfaction. Therefore, findings from other countries or sectors may not be directly applicable to this context. This study examines HRM practices and employee job satisfaction within the Jigawa State Ministry of Commerce and Industry, thereby providing evidence from a context that has received little scholarly attention.

Methodological Gap

Most of the studies reviewed relied on cross-sectional survey designs and primarily examined the direct relationship between HRM practices and job satisfaction. Few studies considered the influence of contextual variables such as leadership style, organizational culture, and job characteristics on this relationship. In addition, many studies focused on one or two HRM practices rather than examining recruitment and selection, training and development, compensation, and performance management together. This study examines several HRM practices simultaneously and considers contextual factors that may influence their relationship with employee job satisfaction, providing a more comprehensive analysis.

Theoretical Gap

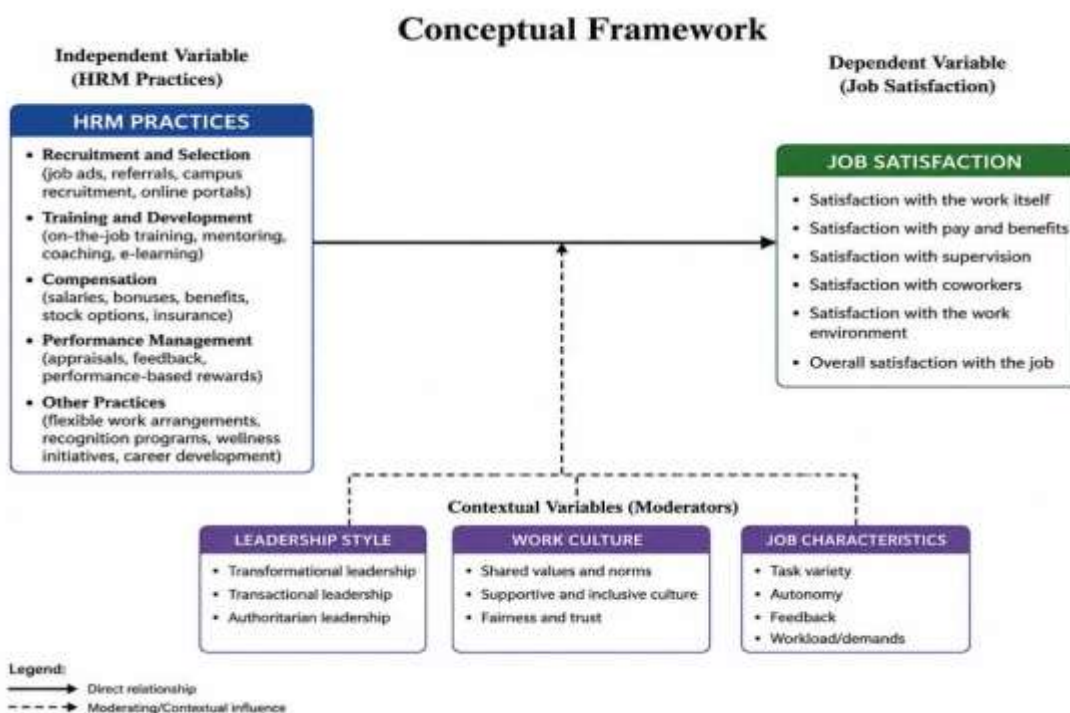
Although the literature explains HRM practices and job satisfaction using different theories, there is no single theoretical perspective that adequately explains how HRM practices influence employee job satisfaction under different organizational conditions. The review discusses concepts such as organizational support, leadership, organizational justice, and job characteristics but does not integrate them into one comprehensive theoretical framework. The study adopts Organizational

Support Theory (OST) as its guiding theory to explain how employees' perceptions of organizational support through HRM practices influence their job satisfaction, while recognizing the role of contextual variables.

Empirical Inconsistency

The findings of previous studies are not entirely consistent. Some studies (e.g., Wright & McMahan, 2024; Meyer et al., 2024; Akhtar et al., 2024) found that HRM practices have a strong positive effect on job satisfaction. However, Boxall and Macky (2023) argued that HRM practices affect job satisfaction indirectly through employee engagement, commitment, and performance. Sarkar and Sarkar (2023), Rahman and

Nasrin (2020), and Bakker et al. (2023) found that the relationship depends on factors such as organizational culture, leadership style, and job demands. Other studies suggest that individual employee characteristics also influence how HRM practices affect job satisfaction. These mixed findings indicate that the relationship between HRM practices and employee job satisfaction is not universally consistent across organizations and contexts. This study investigates whether HRM practices significantly influence employee job satisfaction in the Jigawa State Ministry of Commerce and Industry and examines the role of contextual factors in explaining the relationship.



Theoretical Framework

Theoretically, Organisational support theory that was developed by Robert Eisenberger et al (1986) was adopted and utilized as framework of the study.

Organizational Support Theory (OST) is a theory in organizational psychology that

explains how employees develop beliefs about how much their organization values their contributions and cares about their well-being. The central concept is Perceived Organizational Support (POS), which refers to employees' perception that the organization: Appreciates their work and



contributions, Cares about their welfare, Supports them during difficult situations and Treats them fairly and respectfully.

Methodology

This study used a descriptive research design to examine how Human Resource Management (HRM) practices relate to employee job satisfaction in the Jigawa State Ministry of Commerce. Creswell (2023) notes that descriptive designs are used to outline the characteristics of a group or phenomenon.

The target population consisted of all staff members employed at Jigawa State Ministry of Commerce. As of 2026, the ministry had 89 employees. This group was chosen because they directly experience the ministry's HRM practices, so their views on job satisfaction can offer meaningful insights into how those practices affect them.

Taro Yamane's formula was used to calculate the sample size, a method commonly applied in social and management research (Yamane, 1967). The formula is:

$$n = 1 + N(e)^2$$

Where:

n = Sample size

N = Population size

e = Margin of error = 5% or 0.05

$$n = 1 + 89(0.05)^2$$

$$n = 1 + 89(0.0025)$$

$$n = 1.22289$$

$$n = 72$$

Thus, 72 employees were selected from the total population using simple random sampling. This method was appropriate

because it gave every employee an equal opportunity to be chosen and is straightforward to implement (Creswell, 2023)

Table 1: Response Rate

Gender	Frequency	Percentage
Retrieved	68	94.44
Not returned	4	5.56
Total	72	100.00

Source: *Field Survey 2026*

Table 4.1 shows the response rate of the participants in the study based on gender. Out of the total 72 questionnaires distributed, 68 were successfully retrieved, resulting in a high response rate of 94.44%. Only 4 questionnaires, accounting for 5.56%, were not returned. This indicates a strong participation level from the respondents, which enhances the reliability of the data and minimizes the likelihood of non-response bias.

Result

Correlation Analysis

Correlation analysis measures how strongly and in what direction two variables are linearly related (Pallant, 2021). Pearson correlation was used in this study to test the relationships among the variables. Table 4.9 shows the correlations between them. As Pallant (2021) explains, a value of 0 means no relationship, +1 means a perfect positive relationship, and -1 means a perfect negative relationship. Cohen (1999) classified correlation strength as: ± 0.10 to ± 0.29 = small, ± 0.30 to ± 0.49 = moderate, and ± 0.50 to ± 1.0 = strong.

Table 2: Correlations Matrix

		HRM	WC	LS	JS
HRM	Pearson Correlation	1			
WC	Pearson Correlation	.351**	1		
LS	Pearson Correlation	.275**	.172	1	
JS	Pearson Correlation	.330**	.049	.535**	1

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output, (2026)

The above table signifies that the variables are significantly correlated to the extent that no variable with 0.9 which indicated that there is no problem of Multi-collinearity

Regression Analysis

Multiple regression analysis allows researchers to test the strength and nature of the relationship between several independent variables and one dependent variable (Sekaran & Bougie, 2020). The regression coefficients indicate how much each independent variable contributes to predicting the dependent variable. When all

independent variables are entered together, each coefficient shows the change in the dependent variable for a one-unit change in that predictor, while holding other predictors constant (Sekaran & Bougie, 2010). To assess the effect of HRM practices on employee job satisfaction in the Jigawa State Ministry of Commerce, regression analysis was conducted. Three predictors were tested: HRM practices, work culture, and leadership style. Table 4.9 presents the regression results for these variables.4.

Table 3. Coefficient of Determination (R^2)

Constructs	R-square	Adjusted R^2
(WS)	0.556	0.545

Table 4: Significance Effects of Direct (Path Coefficient)

Constructs	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
HRM-> EJS	0.203	0.206	0.048	4.227	0.000	Accepted
WC-> EJS	0.109	0.098	0.054	2.004	0.045	Accepted
IHRM-> WS	-1.023	-1.020	0.141	7.263	0.000	Accepted

From Table 4 above, it can be seen that HRM has significant positive effect on employee job satisfaction ($\beta = -0.203$, t-value = 4.227, p-value < 0.000). This means an increase in HRM will increase in the employee job satisfaction. Thus, the first hypothesis (H1) that state that HRM has significant effect on employee job satisfaction is accepted.

From Table 4 above, it can be seen that WC has significant positive effect on the employee job satisfaction ($\beta = -0.109$, t-value = 2.004, p-value < 0.045). This means an increase in EJS will increase in the employee job satisfaction. Thus, the second hypothesis (H2) that state that WC has

significant effect on employee job satisfaction is accepted.

From Table 4 above, it can be seen that IHRM has significant positive effect on the employee job satisfaction ($\beta = -1.023$, t-value = 7.263, p-value < 0.000). This means an increase in IHRM will increase in the employee job satisfaction. Thus, the first hypothesis (H3) that state that DL has significant effect on service delivery is accepted

Collinearity Assessment

The variance inflation factor (VIF) was used in assessing collinearity among the constructs under investigation. Hair et al. (2019) Variance inflation factor (VIF) is often used to evaluate the formative

collinearity of indicators. Collinearity arises when two indicators are highly correlated (Hair et al., 2022). A VIF value of 5 or more indicates a critical collinearity problem among indicators that formatively measured constructs. However, collinearity problems can also occur at lower VIF values of 3 (Hair et al., 2022). Hair further stated that VIF referred to the point which standard

error of construct has been increased as a result of the existence of collinearity.

Table 5: Collinearity Assessment

Construct	VIF
HRM>_ EJS	2.001
WC>_ EJS	2.354
IHRM >_ EJS	2.622

Source: Researcher's Original Construction

Table 6

Testing Hypotheses

Hypothesis 1: Effective HRM practices have a significant positive impact on employee job satisfaction in the Jigawa State Ministry of Commerce.

Hypothesis	Source of Variation	SS	df	MS	F-Value	Decision
H0₁	Between Groups (HRM)	3.328	6	0.5547	14.77	Accepted (F > F _{critical})
	Within Groups (Residual)	0.392	61	0.0064		
	Total	3.72	67			

The results of Hypothesis 1 indicate that there is a statistically significant difference in employee job satisfaction based on variations in HRM practices. The "Between Groups" analysis shows a high F-Value of 14.77, which is well above the critical value, suggesting that the differences between

groups (HRM practices) are significant. Consequently, this hypothesis is accepted, implying that effective HRM practices do have a significant positive impact on employee job satisfaction in the Jigawa State Ministry of Commerce.

Table 7

Hypothesis 2: Workplace culture, leadership style, and job characteristics significantly influence the relationship between HRM practices and employee job satisfaction in the Jigawa State Ministry of Commerce.

Hypothesis	Source of Variation (Culture, Leadership, Job)	SS	Df	MS	F-Value	Decision
H0₂	Between Groups (Culture, Leadership, Job)	2.178	6	0.3630	8.041	Accepted (F > F _{critical})
	Within Groups (Residual)	1.184	61	0.0194		
	Total	3.362	67			

Hypothesis 2 investigates the impact of workplace culture, leadership style, and job characteristics on the relationship between HRM practices and employee job satisfaction. The "Between Groups" analysis yields an F-Value of 8.041, which surpasses

the critical value. As a result, this hypothesis is accepted, indicating that these factors significantly influence the relationship between HRM practices and employee job satisfaction in the Jigawa State Ministry of Commerce.

**Table 8**

Hypothesis 3: Improving HRM practices in the Jigawa State Ministry of Commerce will result in higher levels of employee job satisfaction and productivity.

Hypothesis	Source of Variation (Improvement)	SS	df	MS	F-Value	Decision
H0₃	Between Groups	4.185	6	0.6975	21.41	Accepted (F > F _{critical})
	Within Groups (Residual)	1.317	61	0.0216		
	Total	5.502	67			

The findings of Hypothesis 3 suggest that there is a substantial impact of improvement in HRM practices on employee job satisfaction and productivity. The "Between Groups" analysis reveals a remarkably high F-Value of 21.41, well above the critical value, leading to the acceptance of this hypothesis. This implies that enhancing HRM practices in Jigawa State Ministry of Commerce does result in higher levels of employee job satisfaction and productivity.

Conclusion

This study has highlighted the complex link between Human Resource Management (HRM) practices and employee job satisfaction within the specific setting of the Jigawa State Ministry of Commerce. The results stress that effective HRM practices play a vital role in boosting job satisfaction for public sector employees. The findings confirm that elements such as clear job roles, opportunities for career development, recognition and rewards for performance, a safe working environment, support for work-life balance, transparent communication, and fair pay and benefits are key to improving employee satisfaction. The study also points out that HRM strategies should be tailored to fit the unique challenges and context of public sector organizations. A generic approach is unlikely to work well. HRM practices need to be aligned with both organizational objectives and employee expectations.

Recommendations

Based on the findings, the following practical suggestions are made:

1. Customize HRM practices: The Jigawa State Ministry of Commerce should adapt its HRM policies to match employee needs and expectations. Regular staff surveys can provide feedback to help refine these strategies.

2. Invest in training and development: The Ministry should provide programs to build employee skills and competencies. This enhances job satisfaction while also improving overall organizational performance.

3. Encourage open communication: The Ministry should create transparent communication channels between management and staff. This builds trust, resolves issues, and keeps employees informed about organizational decisions.

4. Support work-life balance: The Ministry should introduce initiatives like flexible work arrangements, as these can greatly increase employee job satisfaction.

5. Conduct regular evaluations: The Ministry should set up systems to continuously review HRM practices and job satisfaction levels. Ongoing assessments will help ensure the strategies remain relevant and effective.

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