The impact of HRM practices and job satisfaction on career success: A conceptual model

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Abstract. This study aims to provide a conceptual model for impact of HRM practices and job satisfaction on career success. HRM practices are the main engine of job satisfaction and career success, through suitable selection systems, sufficient training and development programs, fair and quick career development systems, fair performance management systems, high reward and benefits, and a high level of motivation in the job satisfaction, which contributes to enhancing and improving career success. Social exchange theory supported these relationships, where the career success is impacted by HRM practices and job satisfaction. Future studies should be examining the proposed framework by using advanced statistical methods in order to examine the previous hypotheses and provide the results to help decision-makers in organizations, as well as examine that other HRM practices such as employee empowerment, teamwork, employment security, information sharing, and job description, and their impact on job satisfaction and career success

1. Introduction

Human resources management is considered to be a basis for achieving the aspirations of creating a better future. This can only be achieved by attracting, developing, and retaining the appropriate human talents in terms of knowledge, abilities, and skills this will also make us able to understand the demands of the environment and respond to them. The practices of human resources management reflect the task and decisions related to attracting, training, developing, and motivating the working individuals, while organizing the functional relations related to the effectiveness of the work and achieving the goals in the institutions through the employment of good and qualified workers and ensuring their training and imparting different skills in order to raise their competence and abilities in performance and work to raise their desires and guide the resulting behavior in the direction that achieves desired performance, With further verification a clear of career path for career success in addition attention achieving job satisfaction for individuals through proper management practices and their applications (Aburumman, Omar, Al Shbail, & Aldoghan, 2023).

The human factor is an important factor in bringing about change, innovation, and achieving strategies, which is itself a competitive advantage for survival, continuity, and competition in light of the great change in the work environment, but on the other hand, this element needs to feel that it is an asset of this organization and not a variable cost (Zamanan et al., 2020). Human resources management practices are responsible for the activation and investment of employees through the development of an effective career path commensurate with their abilities and knowledge, which in turn fulfills their job satisfaction and their sense of career success for the jobs they occupy (Aburumman, Omar & Barhem, 2022).

The employee tries to prove himself in the current job which hopes to achieve goals, ambitions and provide a source of income to spend on the requirements and over time, the individual recognizes that development and success in the career gives a huge range of gains,

most important of confidence, work, ensure promotion, move from one job to another with a high salary, win a distinguished position among colleagues, enjoy a good reputation, and have a high level of experience, the employee must always accept responsibility for his or her own career development and career success (Salleh et al., 2020).

2. Literature review

2.1 Human Recourses Management Practices and Career Success

The results of the study Quaisar (2015) sheds light on the importance of HRM practices for professional advancement through different paradigms like compensation, performance appraisal, training and development and their impact on career success, where the statistical reports for this study have proved the significant positive role of HRM practices on career success. According to study Stumpf and Tymon (2010) HRM practices may be viewed as necessary to influence career success, the relationship between normalized rating and career success in global firms may reflect a climate in those firms that values merit-based, forced distribution of employee ratings as a means to demonstrate superior performance.

Has been confirmed in study Wiederhold (2016) the necessity of organizations to be open to learn more in detail of what human resource practices drive career success, so that age-tailored measures can be taken as they seem to promise a reduced turnover risk. Through study Quaisar et al. (2016) human resource management practices have been found associated positively with individuals' career success. According to the point of view Kats et al. (2010) specific HR practices that can act as a mediating mechanism between individualism and career success are HR practices aimed at promoting individual performance (i.e., performance appraisal). Consequently, we expect that such HR practices will have a positive impact on career success.

The results offered study Tan (2010) several hints to the employees regarding the potential factors that may affect their efforts to achieve career success, from among them HRM practices (compensation, performance appraisal, and training & development), and also provided some insights into the present HR practitioners in formulating strategies to increase employees' career success, but regarding for promotion considered it Judge et al, (1995) and Ng et al, (2005) it indicators to career success that can be seen and therefore evaluated objectively by others, where that salary level and the number of promotions are important and convenient means for career success. Obtaining a higher salary level and more promotions relative to others is likely to enhance one's perceptions of career success. Because wealth and social standing are valued in society, tangible career achievements may lead to feelings of greater job satisfaction (Ng et al, 2005). Khan, Chandio, and Farooqi (2014) who state that performance appraisal is important for career success.

The related human resource management practices (e.g., training) are important because they may directly and indirectly affect employees' career success (Chapman et al, 2005). Some scholars argue that when there is a gap between reality and the formal criteria arising from official HRM practices (e.g awarding of promotions), a strong feeling of injustice can arise, which may have adverse consequences on objective career success (Colquitt et al., 2006; Greenberg et al., 2007; Klendauer and Deller, 2009). Individuals guided by a profound feeling of injustice regarding advancement criteria or its application sometimes leave the

career tournament, thus enabling others to advance more easily (Tremblay & Gianecchini, 2014).

The human resource management practices must designed be in order to accommodate and facilitate the employees at work as well as to derive motivation to work and satisfaction from work (Iqbal et al., 2011). According to Tan (2010), some HRM practices in the context of individual particularly training and development is highly significant with the organizational context as individuals' career success contributes better and enhanced organizational performance. Therefore, it is necessarily required to evaluate the areas of human aspects, that are helpful in enhancing performance at work, that enable the individuals to work for their own success (Amin et al., 2014; Stumpf, Doh, & Jr, 2010).

2.2 Human Recourses Management Practices and Job Satisfaction
Human resource management practices are considered a critical organizational resource that helps an organization sustain its effectiveness, it is one important area that influences a number of employees' attitudes and behavior such as intent to leave and levels of job satisfaction (Majumder & Hossain, 2012: Lee & Heard, 2000), which is likely to stimulate that to reciprocate by increasing their job satisfaction and reducing leave employees for work (Gardner et. al., 2007: Nasurdin et. al., 2001). According to Senyucel (2009) society has entered a new era in the relationship between organizations and their employees. In this new era, people are the primary source for a company's competitive advantage and organizational prosperity and survival the employees in work, depends on how employees are treated, where the 'human' aspect of HRM practices is concerned with the relationship between employer and employee and it associated with the human relations movement, where considered the concept of job satisfaction is important for this relationship (Walton, 1985).

Yean and Yahya (2013) revealed that employees' perceptions of organizational career development support (HRM practices) will stimulate them to engage in career-related behaviors, such as developing and implementing strategies that benefit their career development, and consequently job satisfaction (Barnett & Bradley, 2007; Crant, 2000). This line of thinking concurs with the study by Bozionelos (2003) and Nabi (2003), who discovered that HRM practices (availability of training and development opportunities, equitability of compensation, performance appraisal and help employees gain desirable career promotion) would ultimately lead to the attainment of higher levels of job satisfaction. in study Yean and Yahya (2013) for agents in the insurance sector at Malaysia, that effective HRM practices (compensation, performance appraisal, promotion and training &development) contribute successfully contributed towards insurance agents' job satisfaction, because of these practices are proportional to their efforts, and maximizes their job satisfaction.

A study conducted by Petrescu and Simmons (2008) showed that there are some human resource management practices had a significant impact on raising workers" job satisfaction in United Kingdom. Other studies have found that some element of human resource practices implemented together can lead to a higher level of job satisfaction (Chan et al, 2013: Boselie & Van der Wiele, 2002). According to Rodrigue-Anton and Alonso-Almeida (2011) human resource management practices adopted as "a high-performance work system", the result

showed that it is not primarily designed to higher levels of job satisfaction. However, it can bring the impact on individual facet of job satisfaction such as satisfaction with pay or sense of achievement. Many of the scholar and practitioners said that well human resource practices will lead to a higher level of job satisfaction (Rodrigue-Anton & Alonso-Almeida, 2011).

From the employees' perspective, HRM practices are recognized as an organizational effort in supporting their career development (Armstrong-Stassen & Cameron, 2005). This is because most of the employees have assumed that it is the organization's obligations to design a wide range of HRM activities to assist them in performing their job effectively, such as compensation (offer attractive rewards to attract and retain skilled manpower), performance appraisal (determine employee's strengths and weaknesses), and training and development (train potential employees to undertake higher-grade tasks). Studies (Armstrong-Stassen & Cameron, 2005; Khilji & Wang, 2007) indicated that an employee's job satisfaction depended on their perception of the organization's effort in supporting their career development needs. If employees perceived that an organization did not value their contribution and showed little concern for their developmental needs, they may become dissatisfied (Yean & Yahya, 2013).

2.3 Job Satisfaction and Career Success

Yaghi (2016) confirmed that outcome related to job satisfaction is career success, where that job satisfaction has effects that touch both the employee and employer, these effects include career success and work leave intentions, Tu et al. (2006) stated that personal subjective career success is equivalent to job satisfaction, job satisfaction is widely used as one of the most relevant indicators of subjective career success (Eby, et al., 2003; Heslin, 2005). As in much career research, job satisfaction and career success are interchangeably used (Joo& Park, 2010). Data suggest of study Punnett et al, (2007) that successful employees, across a broad array of occupations and countries, are very satisfied with their careers and with their lives more generally. Based on that, we can say with some confidence that job satisfaction and career success go hand in hand (Punnett et al, 2007). Findings from empiric studies have revealed that job satisfaction is an important dimension of career success (Pan& Zhou, 2015).

According to Nabi (1999), and Greenhaus et al., (1990) job satisfaction in terms of their career is an important and essential predicting factor of their career success.Thus an employee general view about his career progress is an indication of the extent of their perception of their career accomplishments and successes. Furthermore, job satisfaction is linked in a subjective way to an employee's career success (Visagie, 2012: Aryee & Luk, 1996) to the extent that the employee perceives that their career progress matches their aspirations and goals (Erdogan et al., 2004; Heslin, 2003; Seibert & Kraimer, 2001). Miller (1954) classified the criteria of career success into four different categories: security, job satisfaction, prestige, and social rewards.

Career success is related to satisfaction level with employees' career (Khalid& Khalid, 2015). It depends upon the extent to which employees are engaged in their career (Heslin, 2005), in study Visagie (2012) subjective career success has been measured in terms of either personal job or job satisfaction. It is highly unlikely for individuals to perceive their career to be successful, if they are not pleased with certain aspects of that career (Judge et al, 1999), In

addition to study Jan (2006) and Ucol-Ganiron (2012) Individuals are dissatisfied with many aspects of their jobs, and unlikely to consider their careers to be successful. Therefore, job satisfaction seems to be the prominent indicator of career success.

Job satisfaction being one of the most significant predictors of career success (Rahim& Siti-Rohaida, 2015), job satisfaction reflects a person's positive emotional state that results from a personal evaluation of one's career or career-related experiences (Locke, 1976). In general, subjective career success is an individual's feelings of accomplishment and satisfaction with his or her career (Judge et al., 1995). While assessing the subjective career success, individuals are also evaluating their own career success with reference to self-defined standards, needs, values, career stage, and aspirations (Betz & Fitzgerald, 1987; Gattiker & Larwood, 1988). Nevertheless, with few exceptions, the existing literature has exclusively used the term job satisfaction as a sole indicator of subjective career success (Judge et al., 1999).

3. Conceptual Farmwork and Hypotheses Development

This study aims to provide a conceptual model for impact of HRM practices and job satisfaction on career success. In the current study, HRM practices constitute the independent variables of the study, while the construct of career success constitutes the dependent variable. Finally, the constructs of job satisfaction mediate the relationship between the independent and dependent variables. A conceptual model of this study has been developed by social exchange theory.

The researchers indicated that social exchange theory is based on the principle of reciprocity (Aburumman, Salleh, Omar & Abadi, 2020; Karim, Majid, Omar, Aburumman, 2021). The principle of reciprocity refers to the equal exchange of either positive or negative commitments between any party (Aburumman, Salleh, Omar & Abadi, 2020). Therefore, if organizations provide a positive behavior such as suitable selection systems, sufficient training and development programs, fair and quick career development systems, fair performance management systems, high reward and benefits, and a high level of motivation in the work environment, thus employees will behave similarly and will commit to positive behaviors by a high level of performance, which contributes to enhancing and improving job satisfaction and career success. Figure 1 illustrates the conceptual model of this study.
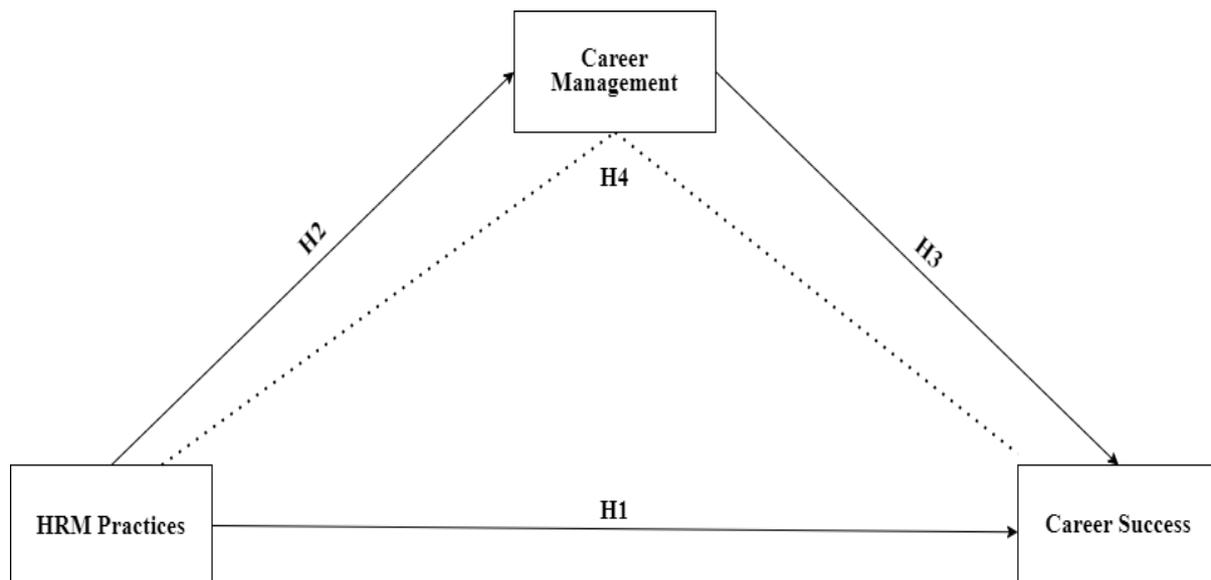
Figure 1: A conceptual model of this study

Therefore, the following hypotheses are drawn from the above discussion:

Hypothesis (1): There is a positive relationship between HRM practices and career success.

Hypothesis (2): There is a positive relationship between HRM practices and job satisfaction.

Hypothesis (3): There is a positive relationship between job satisfaction ion and career success.

Hypothesis (4): Job satisfaction mediate the relationship between HRM practices and career success.

4. Conclusion

This study aims to provide a conceptual model for impact of HRM practices and job satisfaction on career success. HRM practices are the main engine of job satisfaction and career success, through suitable selection systems, sufficient training and development programs, fair and quick career development systems, fair performance management systems, high reward and benefits, and a high level of motivation in the job satisfaction, which contributes to enhancing and improving career success. Social exchange theory supported these relationships, where the career success is impacted by HRM practices and job satisfaction. Therefore, organizations should develop robust strategies to enhancing and improving career success. As a consequence, the intent of this paper is to discover the factors that affect career success, to urge more future studies about these factors, to present a general view of what the organization needs to identify the related issues with career success. Moreover, future studies should be examining the proposed framework by using advanced statistical methods in order to examine the previous hypotheses and provide the results to help decision-makers in organizations, as well as examine that other HRM practices such as employee empowerment, teamwork, employment security, information sharing, and job description, and their impact on job satisfaction and career success.

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