

# Human Resource Management Practices: Architects' Perception and Job Satisfaction

Ishita Nafisa Islam<sup>1</sup>

## Abstract

*This study aims at finding the Architects' Perception to the HRM practices and their level of job satisfaction in the respective firms. A questionnaire survey of employee architects in Dhaka, Bangladesh was carried out. The respondents were asked to the perception and job satisfaction and human resource management practices in their firms. Data were analyzed using mean ranking, principal component analysis. The results show that most of the respondents were satisfied with their jobs overall, although they were least satisfied with their pay. The factors that predict the satisfaction of the employee architects with various aspects of the job were identified. The results indicate HRM Practices that principals of architecture firms may explore to enhance employee architects' satisfaction. The study append to the body of knowledge on employee perception of HRM practices and employee satisfaction by providing support from the architectural industry.*

**Key Words:** Human Resource Management (HRM), Job Satisfaction, architectural industry, Architects' perception.

## 1. Introduction

HR professionals may consider channeling more of their talent management efforts toward existing employees with limited hiring activity at architectural organizations. If and when conditions improve in the job market, it can be expected that disengaged and dissatisfied employees will pursue other opportunities. A May 2013, Society for Human Resource Management. SHRM study, in collaboration with Globoforce, revealed that nearly half (47%) of HR professionals said that employee engagement is the most important HR challenge at their organization. The SHRM/Globoforce study also showed that while an overwhelming

---

<sup>1</sup>. Phd Scholar, Registration no – 19415007, Department of Management, Shree Jagdishprasad Jhabarmal Tibrewala University, Vidya Nagari, Jhunjhunu-Churu Road, Chudela, Dist: Jhunjhunu (Rajasthan)

majority (94%) of organizations believes positive feedback has an impact on improving employee performance, many companies still do not use these tactics. Nearly one out of five organizations (19%) did not have an employee recognition program. Pay competitively, but focus on all aspects of compensation. Employees are once again placing high value on compensation/pay. However, knowing that many organizations are not making significant increases to salary budgets, a different approach to compensation may be at hand. Many experts now recommend a “total rewards” strategy, placing an emphasis on an organization’s benefits package as well as the base salary. Strengthen relationships at all levels of the organization. Although many employees emphasize compensation/pay as it relates to job satisfaction, a significant proportion also place importance on relationships with co-workers and supervisors. Fostering an environment that treats all employees equally, as well as one that encourages communication between all levels of workers, can be an effective means of earning trust from employees and increasing their satisfaction with their jobs.

The term human resource management (HRM) has relatively adopted in business organizations in place of personnel management. HRM can be defined as “the management of activities under taken to attract, develop, motivate, and maintain high performing workforce with in the organization” HRM involves following characteristics. First, it focuses on horizontal authority and reduced hierarchy. The second characteristic is that the role of human resource professionals is to support and facilitate line managers who have the direct responsibility of managing personnel. Thirdly, HRM is proactive and fused with corporate level planning. The fourth characteristic is that employees are seen as subjects who have potential to develop and grow. The purpose of HRM is to specify employee’s potential and develop it in line with the needs of the organization.

Finally, HRM holds the view that the management and non-management have a common interest in the success of the organization (Krulis cited in Goss, 1994).The development of HRM in the 1980s is reflective of an increased realization of the importance of human element in organizations. Goss (1994) stated that the evolution of HRM could be linked to socio-economic factors such as changes in international competition, restructuring of industrial sectors and organizations, and changes in the concept of managerial. According to Goss (1994), during the 1970s and the early 1980s the US and the UK industries became incompetent at international markets because of increasing domination of Japanese manufacturers.

Therefore, Western managers began to analyze the Japanese industry and concluded that Japanese organizations value people as the key asset of business. In short, this conclusion opened the way for the development of HRM.

## 2. Objectives of the Study

The Main objective of the study is,

1. To find out the Human resource management Practice in the local Architectural Firms.
2. To find out the causes behind the lack of Job satisfaction of the architects.
3. To find the reason of leaving and switching job frequently.
4. To investigate why so many new firms have been taken place in the Architecture business industry.
5. To mention possible steps for improving HRM in the organizations, recommend some action plans for the architectural organizations to improve their business strategies and to mention few pre requisitions for the architects, interested to develop new firm themselves or joining an architectural organization.

## 3. Literature review

Adedapo Adewunmi Oluwatayo, (2015) observes that Human Resource Management (HRM) practices in the architectural industry is different from the HRM practices in other companies.

the perceptions of human resource practices by employee architects were mainly described in terms of the work interest, remuneration, and empowerment. The study found, contrary to anecdotal beliefs, that few of the employee architects were dissatisfied with their jobs on the overall. This suggests that the earlier beliefs may have been based on certain aspects of satisfaction, not overall. In fact, the results reveal the aspects that employee architects were least satisfied with which were pay, training, and ascension of the career ladder. This result suggests the areas that architectural firms may need focus on in order to improve on the satisfaction of their employees

In another study, it has been observed that sizes of the firms was an important factor, which influenced the organizational structures adopted by the architectural firms. Although, sizes of the firms also had direct influence on the performance, no interaction of this variable or any internal firm characteristic with organizational structure led to any significant change in performance. Although the environment did not directly influence organizational structure, it appeared that particular organizational structures worked best when some external influences are high and resulted in higher profit. The results show that while adhoc structure leads to

better performance in firms where the influence of other professionals is considered high, the administered structure is more effective highly influenced by government privatization programs. Only the adhoc structure was however not suitable for firms strongly influenced by increasing concerns for sustainable environment. Adedapo Adewunmi Oluwatayo, Dolapo Amole, (2014-)

Firms in the construction industry have been alleged to operate informal, casualized, and cavalier approach to managing people (Wilkinson et al., 2012, p. 507). These authors further noted that many managers in the construction industry are averse to investment in human resource, often describing it as a “luxury,” since they often maintain a flexible workforce because of the cyclical nature of demand for their services. Although these suggest that architectural firms, as part of the construction industry may be indifferent toward HRM practices since they may not need to maintain the same set of employees for all projects, it has been established that as professional service firms, the case of architecture may be different. This is because employees of professional service firms are assets whose loss may lead to the loss of clients since the professionals often have direct contact with clients (Greenwood et al., 2005, p. 666; Ettinger, 2008, p. 32).

Scholars (Wilkinson et al.2012, pp. 508-510) have identified three approaches to studying human resource. The first approach is the management approach, which focusses on the skills, knowledge, and behaviors of human resource managers as well as contextual factors at industry, national, and workplace levels. The second approach, referred to as the resource approach centers on practices that motivate employees to perform effectively. These include recruitment and selection, training and development, and appraisal and reward. Specifically, the resource approach applies the resources- based view of organizations to HRM.

The third approach, referred to as a human focus place emphasis on employee rights, needs, and well-being. Under this approach, HRM is “concerned with managing the nature of employment and issues of employee voice, and employee’s experience at work and their work-life balance” (Wilkinson et al., 2012, p. 508). This approach, also referred to as the soft or high-commitment approach (Radcliffe, 2005, p. 51), views the employees as assets, with the aim to elicit commitment of the employees by fostering their growth and development. The human approach helps in investigating the HRM practices that will best satisfy employees. This is often done from the point of view of employees. With this approach, the aim of HRM is to develop highly committed and loyal employees, which can only be achieved when employees are satisfied (Radcliffe, 2005, pp. 57-58).

HRM practices in this context are defined as organizational activities carried out to manage the workforce. A number of HRM practices have been investigated in Literature. These include rewards and incentives (Youndt et al., 1996) and employee involvement in decision making and empowerment (Arthur, 1994). Other practices highlighted by Kusluvan et al. (2010, p. 177) are training, job design, and employment security. These practices were related to the content and the context of the job, which Ssesanga and Garrett (2005) noted could lead to the satisfaction of employees with their jobs. Satisfaction, according to Sageer et al. (2012, p. 32) is the level of fulfillment of one's needs, wants and desires. Job satisfaction, as defined by Brunetto and Farr-Wharton (2005, p. 292) is the extent to which employees enjoy their jobs, which is portrayed in their attitudes. Employee satisfaction is a measure of how happy the employees are. This feeling results from positive appraisal of the employees' job experiences (Wright and Kim, 2004, p. 19). Satisfactions with pay, task, working conditions, management, organizational climate, and career support have been found to be components of job satisfaction (Brunetto and Farr-Wharton, 2005, pp. 297-298; Steijn, 2004, p. 300). This probably suggests that job satisfaction should be a multi- scale item incorporating satisfaction with all aspects HRM practices. Ssesanga and Garrett (2005, p. 36) noted that job satisfaction consists of two dimensions (job satisfaction and job dissatisfaction).

Furthermore, they noted that the fact that a factor reduces job dissatisfaction does not mean that it increases job satisfaction. Factors that contribute to job satisfaction are related to the content of the job, while factors that reduce job dissatisfaction are related to the context of the job. The content of the work, described by Herzberg et al. (2010) as intrinsic factors, are those factors that are related to the work itself (Chuang et al., 2009, p. 323) and the rewards that result from the performance of such works. Ssesanga and Garrett (2005) described those factors as those that promote individual's needs for self-actualization and self-realization. Intrinsic factors include career advancement, achievement, personal development/growth, responsibility, recognition, and job itself (which Chaung et al. (2009) described as job interest). These factors are said to contribute to job satisfaction. The context, described as extrinsic factors by Herzberg et al. (2010), are those related to the individual's relationship with the job environment. The factors include company policies, supervision, work conditions, interpersonal relations, and status. Other extrinsic factors include job security, and salary or pay. These factors, according to Ssesanga and Garrett (2005) reduce job dissatisfaction.

Poole (1990) started that today's HRM could be described as broad and strategic, involving all managerial personnel, valuing employees as important assets of organizations, and being proactive in its responsibilities. Moreover, today human resource functions refer to those tasks and duties performed in both large and small organizations to coordinate human resources

(Byars & Rue, 1991). These functions of human resource management activities can be listed as follows:

- To ensure that the organization apply equal employment opportunities and other government obligations.
- To conduct job analysis to specify different requirements of jobs in an organization.
- To identify personnel requirements that led the organization to achieve its objectives.
- To develop and implement a plan that meet personnel and job requirements.
- To recruit employees needed by the organization in order to achieve its objectives.
- To select personnel in order to fill vacant positions within an organization.
- To provide orientation and training to the employees.
- To design and implement management and organizational development programs.
- To design and implement performance appraisal systems to evaluate employee performance.
- To assist employees in developing career plans.
- To design and implement compensation systems for employees.
- To mediate the relationship between organizations and its units.
- To design systems for discipline and grievance handling.
- To develop employee communication systems.
- To develop employee health and safety programs
- The present study aim to cover all of the HRM activities mentioned above.

#### **4. Methodology**

This research is designed to investigate the effect of HRM practices on Employee retention in the Architecture industry in Bangladesh. The study is geared toward identifying the factors that influence employee retention so that Architecture managers can make reasoned decisions regarding which HRM practices will best be adopted and practice in their organizations. Data required for this quantitative and qualitative analysis were collected from primary sources and secondary sources like, face to face interview, project contract and records, Data and information from secondary sources were collected by consulting various relevant journals, studies conducted by various HRM firm and the publications. The information published in the different newspapers and websites in recent times have been consulted in order to present

the collected data and information were then processed, tabulated and analyzed to present the findings in a logical and objective manner. This study mainly focused on three aspects: firstly, trend analysis of the Human Resources Practices in architectural organization and secondly, find out the perception of architects' job satisfaction and finally recommend some strategy.

### 5. Rationale of the study

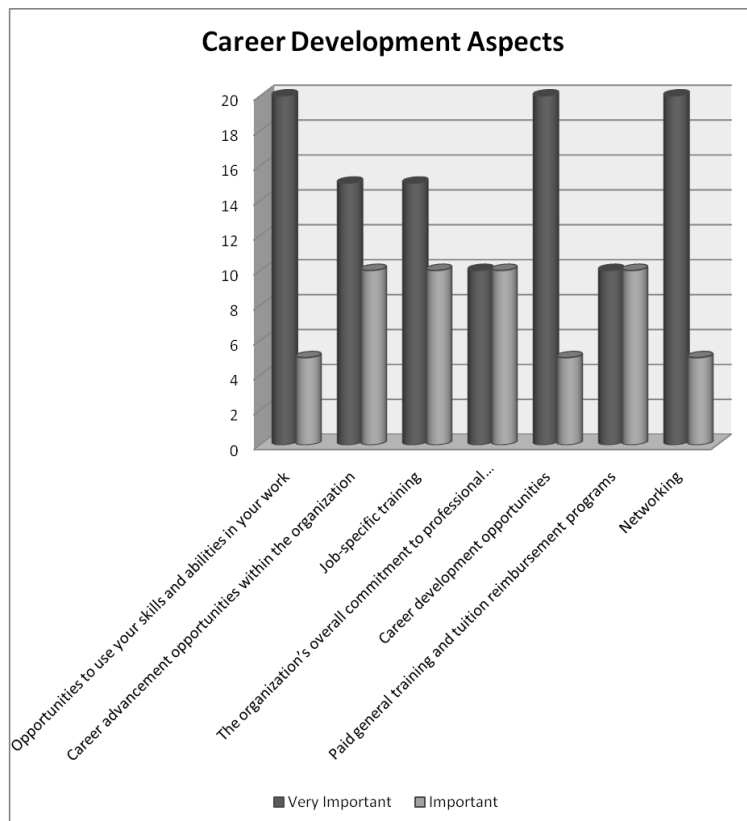
This paper will be significant for stakeholder's like- public sectors, private sectors, policy makers, analysts etc for gathering knowledge regarding cooperative society in Bangladesh.

In light of the objectives of the study, the paper has been designed to examine some important aspects like economic contribution of cooperative society in Bangladesh.

### 6. Analysis & Findings

#### Career Development

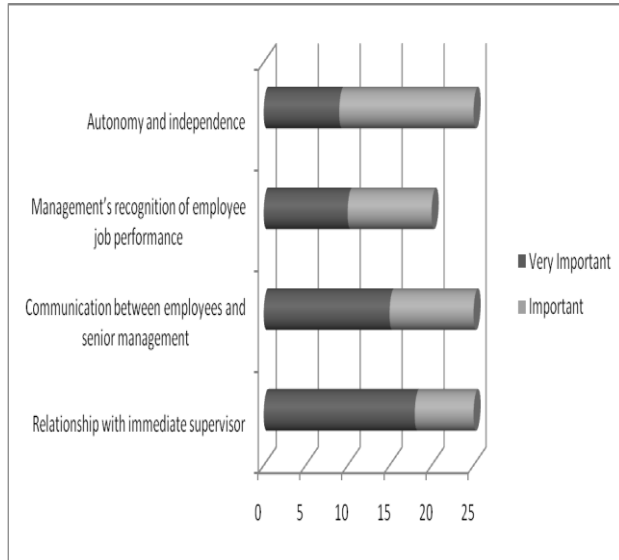
Most of employees in an architect firm are giving very important vote in "Opportunities to use your skills and abilities in your work"-that mean, architects' need to independency to use innovative idea in there work. In graphe-1 shows nearly 20 (80%) vote in "Opportunities to use your skills and abilities in your work", "Career development opportunities", "Networking", 15-16 vote (65%) in "Career advancement opportunities within the organization" and "Job-specific training" and 50% vote on "The organization's overall commitment to professional development" and "Paid general training and tuition reimbursement programs."



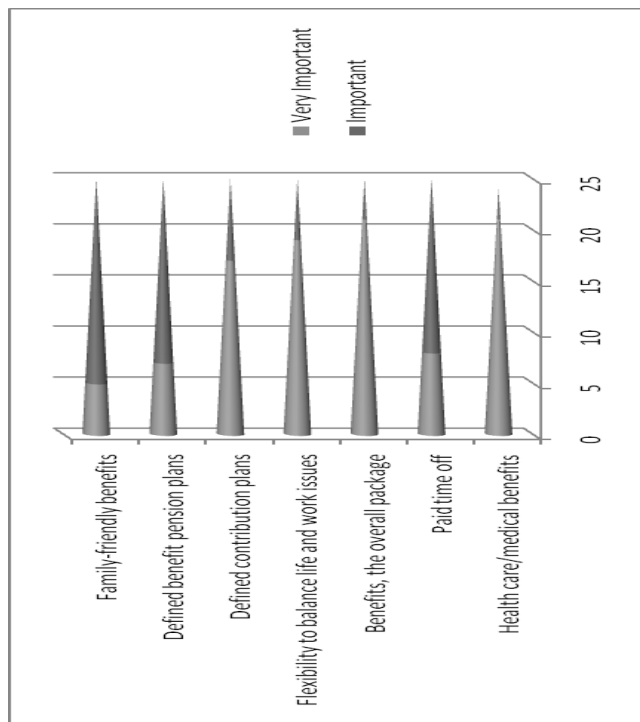
organization's overall commitment to professional development" and "Paid general training and tuition reimbursement programs."

**Employee Relationships with Management**

Employees regularly associate their perception of direct supervisor with their overall attitude toward the organization. In an architect firm relationship with senior is very important for future development and goal achievement, in this issue most of respondent are serious about the relationship of senior architect but they are not much serious in the case of relationship with management but Management issues are one of the most important sources driving up employee turnover. This motive alone speaks to the multiple implications the employee/ management relationship has on an organization.



**Importance of Benefits Aspects**

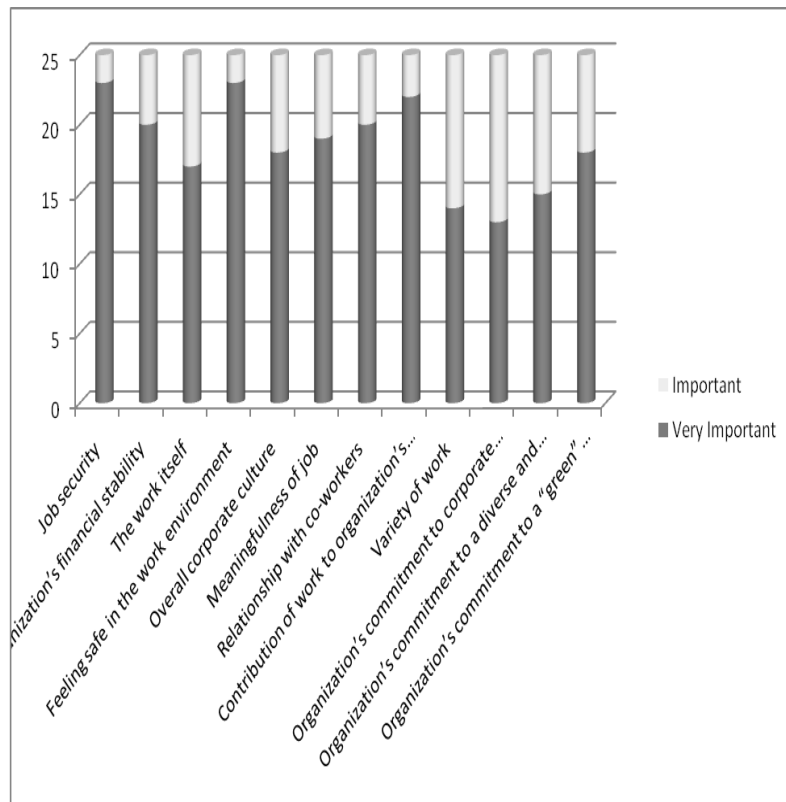


Most of the respondents are showing importance in Health care/medical benefits as well as Benefits, the overall package (85%). On the other side they are not interested in Defined benefit pension plans, Family-friendly benefits and Paid time off issues. New organization or small organizations were forced to trim budgets and staff and operate with limited resources. As the economy begins to recover, employees may expect to see enhancements in their compensation and benefits packages. Given that conditions will improve at different rates for different businesses, organizations that cannot offer competitive salaries within their



market may need to consider shifting their total rewards strategy. Although compensation was the number one job satisfaction contributor, several other perks such as health care and retirement savings plans with Flexibility to balance life and work issues hold substantial weight in attracting top talent.

**Importance Level of Work Environment Aspects**



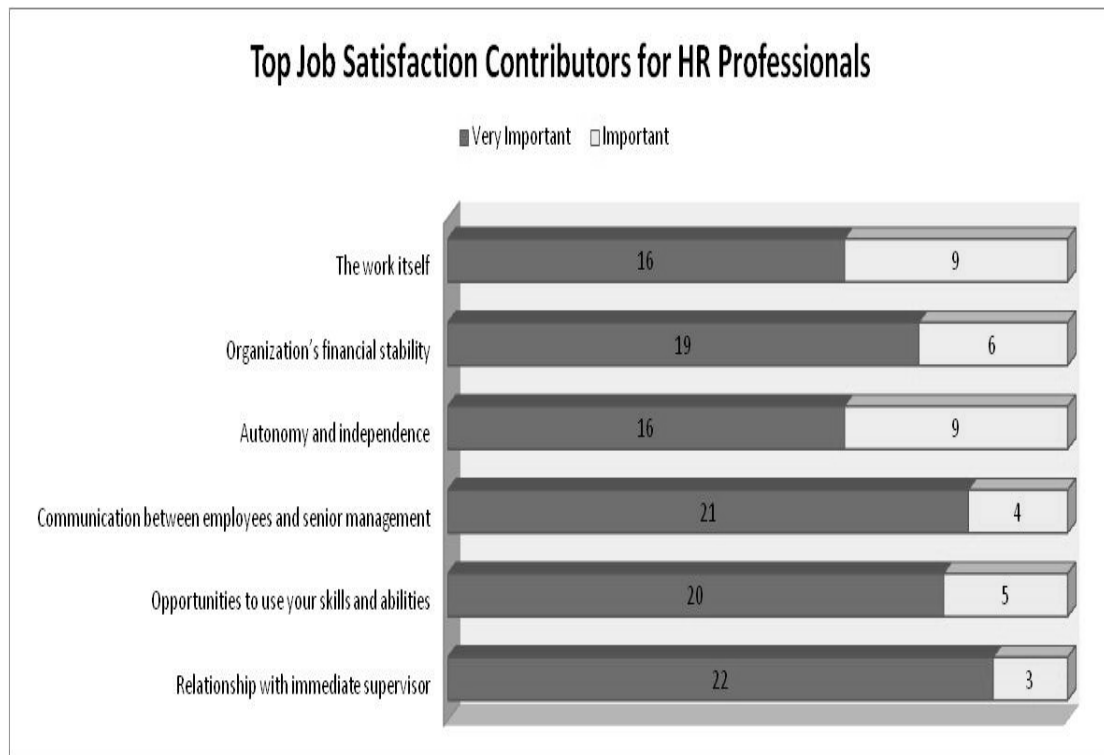
More than 92% respondent are giving very importance in “Job security and Feeling safe in the work environment in a office”, in other hand more than 50% respondents are dislike “Variety of work”, more than 50% are taking very sincerely for “Organization’s commitment to corporate social responsibility”. Average numbers of respondents are giving very importance vote in Organization’s financial stability, Relationship

with co-workers, Meaningfulness of job and Contribution of work to organization’s business goals. Promoting elements that sustain a healthy work environment leads to satisfied and engaged employees. An ideal work setting involves components such as stimulating work projects, assurance of personal and organizational well-being, and dedicated teammates.

**Top Job Satisfaction Contributors for HR Professionals**

An Architecture firm it is very important to use skills and abilities and the relationship with the immediate supervisor tied as the top contributors of job satisfaction deemed “very important” by HR professionals. Approximately 88% of respondents indicated that these aspects were “very important” to their job satisfaction. Data showed that opportunities to use

skills and abilities were the leading contributor to job satisfaction, at 84%, and the relationship with the immediate supervisor closely followed at 80%. Even though at least two-thirds of all HR professionals viewed opportunities to use skills and abilities as a “very important” contributor to job satisfaction, HR employees in middle management were more likely to see this item as “very important” compared with HR employees in nonexempt non-management positions. No significant differences were found when findings were analyzed by gender and age. Furthermore, no significant differences by job level, gender or age were found for the relationship with the immediate supervisor. HR professionals exhibited different preferences with respect to the aspects influencing job satisfaction compared with the overall employee population.



Even though opportunities to use skills and abilities and the connection with the direct supervisor were in the top five job satisfaction contributors of overall employee population, the results suggest that HR professionals place more importance on relationship-based and work environment factors than on compensation.

## 7. Recommendation

HRM practices are varying subject to the business nature. One important line of HRM could be the overarching influence of new management concepts that advocate greater flexibility, reduced number of interfaces in the internal processes and a tendency towards the reduction or even outsourcing of those processes not belonging to the core process of the company. The research objective of this report is to the perception and the job satisfaction of architects, provide the following recommendations:

- In this study we found that an architect firm's heart is an architect and the job satisfaction of an architect is to use independent skill and abilities to their work. So HR practice should be following performance manner for better output.
- Architect firm relationship with senior is very important for better conceptual productivity & future development and goal achievement and opportunity for employees to air their views
- Most of the respondents are showing importance in Health care/medical benefits as well as Benefits, the overall package (85%); so recommending for an architect firm should have medical insurance, performance bonus, Competency based or skill based pay system
- More than 92% respondent are giving very importance in "Job security and feeling safe in the work environment in an office"; so recommending for an architect firm should have good service rule ensuring Job security and safe in the work environment.

## 8. Conclusion

HRM play an important role and help the communications process in the organization. Specially, organizations can appoint and keep hold of the top performers, pickup productivity and advance the job satisfaction of the employees. HR Management has the responsibility to maximize efficiency and profit of the organization, and the trends have taken place in the organization, human resource planning, job design, motivation, and recruitment and skill development and employee relations.

**References:**

- Adedapo Adewunmi Oluwatayo , 2015. Employee architect's perception of human resource practices and their job satisfaction, Built Environment Project and Asset Management,
- Abdullah, M.A., Shuib, M., Muhammad, Z., Khalid, H.N., Nor, N.M. and Jauhar, J. 2007. Employee organizational commitment in SMEs: evidence from the manufacturing sector in Malaysia, International Review of Business Research Papers, Vol. 3 No. 2, pp. 12-26.
- Allen, D.G., Shore, L.M. and Griffeth, R.W. 2003, The role of perceived organizational support and supportive human resource practices in the turnover process, Journal of Management, Vol. 29 No. 1, pp. 99-118.
- Architects Registration Council of Nigeria (ARCON). 2010. Register of Architectural Firms Entitled to Practice in the Federal Republic of Nigeria.
- Arthur, J.B. 1994. Effects of human resource systems on manufacturing performance and turn-over, Academy of Management Journal, Vol. 37 No. 3, pp. 670-687.
- Brunetto, Y. and Farr-Wharton, R. 2005. The impact of NPM on the job satisfaction of a range of Australian public sector employees, Asian Pacific Journal of Human Resources, Vol. 43 No. 2, pp. 289-304.
- Chuang, N., Yin, D. and Dellmann-Jenkins, M. 2009. Intrinsic and extrinsic factors impacting casino hotel chefs' job satisfaction, Journal of Contemporary Hospitality Management, Vol. 21 No. 3, pp. 323-340.
- Clark, A., Oswald, A. and Warr, P. 1996. Is job satisfaction U-shaped in age?, Journal of Occupational and Organizational Psychology, Vol. 69 No. 1, pp. 57-81.
- Eskildsen, J.K., Kristen, K. and Westlund, A.H. 2004. Work motivation and job satisfaction in nordic countries, Employee Relations, Vol. 26 No. 2, pp. 122-136.
- Frankfort-Nachmias, C. and Nachmias, D. 1992. Research Methods in the Social Sciences, 4th ed., Edward Arnold Ltd, Kent, pp. 97-426.
- Gazioglu, S. and Tansel, A. 2006. Job satisfaction in Britain: individual and job related factors, Applied Economics, Vol. 38 No. 1, pp. 1163-1171.
- Gelade, G.A. and Ivery, M. 2003. The impact of human resource management and work climate on organizational performance, Personnel Psychology, Vol. 56 No. 2, pp. 383-404.
- Greenwood, R., Li, S.X., Prakash, R. and Deephouse, D.L. 2005. Reputation, diversification, and organizational explanations of performance in professional service firms, Organization Science, Vol. 16 No. 6, pp. 661-673.

- Guest, D.E. 1999. Human resource management: the workers' verdict, *Human Resource Management Journal*, Vol. 9 No. 3, pp. 5-25.
- Herzberg, F., Mausner, B. and Snyderman, B.S. 2010. *The Motivation to Work*, 12th ed., Transaction Publishers, New Brunswick, NJ.
- Kim, S. 2002. Participative management and job satisfaction: lessons for management leadership, *Public Administration Review*, Vol. 62 No. 2, pp. 231-241.
- Kusluvan, S., Kusluvan, Z., Ilhan, I. and Buyruk, L. 2010. The human dimension: a review of human resource management issues in the tourism and hospitality industry, *Cornell Hospitality Quarterly*, Vol. 51 No. 2, pp. 171-214.
- Lim, L.J.W. and Ling, F.Y.Y. 2012. Human resource practices of contractors that lead to job satisfaction of professional staff. *Engineering", Construction and Architectural Management*, Vol. 19 No. 1, pp. 101-118.
- Majumder, T.H. 2012. Human resource management practices and employees' satisfaction towards private banking sector in Bangladesh, *International Review of Management and Marketing*, Vol. 2 No. 1, pp. 52-58.
- Malos, S.B. and Campion, M.A. 2000. "Human resource strategy and career mobility in professional service firms: a test of an option-based model", *The Academy of Management Journal*, Vol. 43 No. 4, pp. 749-760.
- Oshagbemi, T. 2003. Personal correlates of job satisfaction: empirical evidence from UK universities. *International Journal of Social Economics*, Vol. 30 No. 12, pp. 1210-1232.
- Radcliffe, D. (2005), "Critique of human resources theory", *Otago Management Graduate Review*, Vol. 3 No. 1, pp. 51-67.
- Saari, L.M. and Judge, T.A. 2004. Employee attitudes and job satisfaction, *Human Resource Management Journal*, Vol. 43 No. 4, pp. 395-407.
- Sageer, A., Rafat, S. and Agarwal, P. 2012. Identification of variables affecting employee satisfaction and their impact on the organization. *IOSR Journal of Business and Management*, Vol. 5 No. 1, pp. 32-39.
- Ssesanga, K. and Garrett, R.M. 2005. Job Satisfaction of university academics: perspectives from Uganda. *Higher Education*, Vol. 50 No. 1, pp. 33-56.
- Steijn, B. 2004. Human resource management and job satisfaction in the dutch public sector. *Review of Public Personnel Administration*, Vol. 24 No. 4, pp. 291-303.
- Vidal, M. 2007. Lean production, worker empowerment and job satisfaction. *Critical Sociology*, Vol. 33 Nos 1-2, pp. 247-278.

- Wilkinson, A., Johnstone, S. and Townsend, K. 2012. Changing patterns of human resource management in construction. *Construction Management and Economics*, Vol. 30 No. 7, pp. 507-512.
- Wright, B.E. and Kim, S. 2004. Participation's influence on job satisfaction: the importance of job characteristics. *Review of Public Personnel Administration*, Vol. 24 No. 1, pp. 18-40.
- Youndt, M.A., Snell, S.A., Dean, J.W. Jr and Lepak, D.P. 1996. Human resource management, manufacturing strategy, and firm performance. *The Academy of Management Journal*, Vol. 39 No. 4, pp. 836-866.
- Yu, B.B. and Egri, C.P. 2005. Human resource management practices and effective organizational commitment: a comparison of Chinese employees in a state-owned enterprise and a joint venture. *Asian Pacific Journal of Human Resources*, Vol. 43 No. 3, pp. 332-360.