

**IMPACTS AND IMPLICATION OF HIERARCHY OF NEEDS THEORY ON HUMAN
RESOURCE MANAGEMENT at Saudi port authority**

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ABSTRACT:

Saudi Ports is one of the busiest seaports in the world and the biggest ports in the Middle East. It has the largest and most diversified economy in the Middle East in terms of industrial exports which are internationally oriented. The Port Authority played a great role to increase the economics of the country through cargo handling imports and exports goods. Saudi Ports Authority has nine main ports on the two coasts of the kingdom which achieved 95% of export and imports goods through the kingdom's seaports while 55% of the cargo handled is exported. However, recently Saudi port authority face cargo overstock issue which result in increase the price of the cargo operation in terms of clearness up to 200%. The lack of appropriate human resource practices result in low job satisfaction and performance which lead cargo overstock. Therefore, this study intend to examine the impact of human resource practices on employees performance through job satisfaction based on Maslow theory

1. Introduction

The Kingdom of Saudi Arabia is a primary source in the world in terms of oil-exporting. It's probably the largest and the majority of the diversified economy within the Middle East with manufacturing exports that are worldwide oriented. The Port Authority played a significant role in raising the economics of the nation through import and export goods. Based on Elentably (2015), Saudi Ports Authority has 9 main ports on the 2 coasts of the kingdom, which attained 95 % of export through kingdom's seaports while 55 % of the cargo handled is exported. Additionally, More than five million Twenty-Foot Equivalent Unit (TEUs) are yearly shipped to Saudi ports (Elentably, 2015). Regardless of the beneficial contribution to GDP of Saudi Arabia, nonetheless, cargo's overstock is the primary problem which just recently came up which increased the cost of cargo's process to 200 %, as a result of low satisfaction and performance among workers at the cargo section

Al-Bassami pointed out that the low employee satisfaction and performance at the cargo section present as a result of lack and appropriate human resource practices (Arab News, 2016). Although there are several studies about the significant role of human resource practices on employees' performance and satisfaction (Jeet & Sayeeduzzafar, 2014), However, it presents that there is a limited of studies in Saudi port authority, especially in cargo section (Elentably, 2015). Therefore, this study intends to investigate the role of human resource practices on employees performance through job satisfaction at the cargo section

2. LITERATURE REVIEW

2.1 Human Resource Practices:

Human resource practices is an essential function at different organization to overcome the challenge and achieve the global market. Therefore, each organization should pay a high intention to offer different practices to their workers to enhance the level of skills, experience, and knowledge. In addition, human resource practices considered as the main system that could form the attitude of the workers and build up a strong relationship between employees and employers thus the goal of the organization will be achievable (Berisha & Kutllovci, 2015; Tan & Nasurdin 2006) human resource practice could be present through training and development, reward,

empowerment , recruitment and selection employee relationship, employee empowerment and social support, all these practices could be offered to the employees as a method to lead them to achieve the goal of the organization once it offered properly (Berisha & Kutllovci, 2015)

2.2 Human resource practices and Employees' Performance:

The significant relationship between human resource practice and performance present through previous studies (Guest, 1997, Munjuri, 2011; Tabiu & Nura, 2013) these studies present the significant role of practices to employee performance at different field. Thus, the organisation should offer different practices to their employees to gain a high level of performance which lead to achieving the goal of the firm according to Nataraja and Alamri (2016), to human resource practices could be training and development, reward, job analysis, recruitment and selection, social support, employee relationship, and employee empowerment. Consequently, organization pay high attention to offering these practice in accurately way to gain a high level of performance. Although the important role of practices has been tested in the different fields (Pfeffer, 1994; Cania, 2014, Aliyu and Marthandan, 2017)

2.3 Human resource practices and Job satisfaction:

Human resource practices is the main method that used at different organization in order to increase the level of satisfaction at work place , thus , many researchers present the significant role of human resource practices in term of contribution to level of satisfaction which result in high level of performance (Appellbaum et al, 2000) A study carry out by Gould-William (2003) to test a the impact of human resource practices at local government organizations in the United Kingdom (UK). The out come of the study present that human resource practices offer a significant contribution to the level of satisfaction , thus the level of performance increased , and low turnover and absent is decreased therefore , each organization should pay high attention to offer practices to their workers in order to achieve the goal of the firm (Absar et al, 2010). Although , previous literature present the positive role of human resource practice at differ field such as automotive , healthcare etc (Chaudhary & Bhaskar, 2016; Al-Khasawneh, 2013)

2.4 Job satisfaction and performance

The most aspect of organizational psychology is employee satisfaction. Thus employees satisfaction is an essential factor to increase the outcome of the organization, many researcher present the significant role of satisfaction to employees performance at different field (Judge et al., 2001). according to Landy (1989), the holy grail of organizational psychology present in term of Job satisfaction. Job satisfaction defined as the feeling of the employees at the workplace due to the issue or task that they could face at their workplace (Smith et al., 1969). According to Brief and Wesis (2002), job satisfaction could be measure due to the feeling and emotion of the workers at their workplace

Job performance defined as the present of behavior at the workplace to achieve the goal of the organization. Job performance could be categorized as task and contextual performance. Task performance present once the employees offer their task based on the requirement of the

organization, on the other hand, contextual performance and present as an additional effort that provided by the workers at the workplace however it is not required by their organization, although, it is different. However, both or one of them is essential to achieve the goal of the firm (Hunter & Hunter, 1984; Campbell et al., 1993)

According to Gosselin (2005), employee performance could be present in terms of a high level of satisfaction. Thus job satisfaction is an essential method to present a proper performance at workplace;

2.5 job satisfaction as a mediator

Job satisfaction offer a positive impact to employees' behavior which result in increasing the level of commitment and performance on the other hand rate of employees turnover, and absenteeism will decrease (Aliyu & Mathandan, 2017; Rothenberg et, 2017) Thus each organization offers different practice such as reward, social support to their workers to increase their level of satisfaction in another word, human resource practices are the primary method to offer a high rate of satisfaction at the workplace which could be as mediator to present high level of performance (Khan et, 2016; Koedel, 2017).

2.6 Maslow theory

Maslow's Need Hierarchy present a main motivation theory that present the human needs as an essential issue in order to gain high level of satisfaction and performance, thus the employees could achieve the goal of the organization. The level of human need could be present into five levels which are physiological, safety, love, esteem, and self-actualization, these five levels, are considered as hierarchy needs, it is process from down to up, thus each level should be satisfy by the employees' in order to move to the next level. The figure 1.1 present the need of each level thus Maslow considered as a Father of Humanistic Psychology

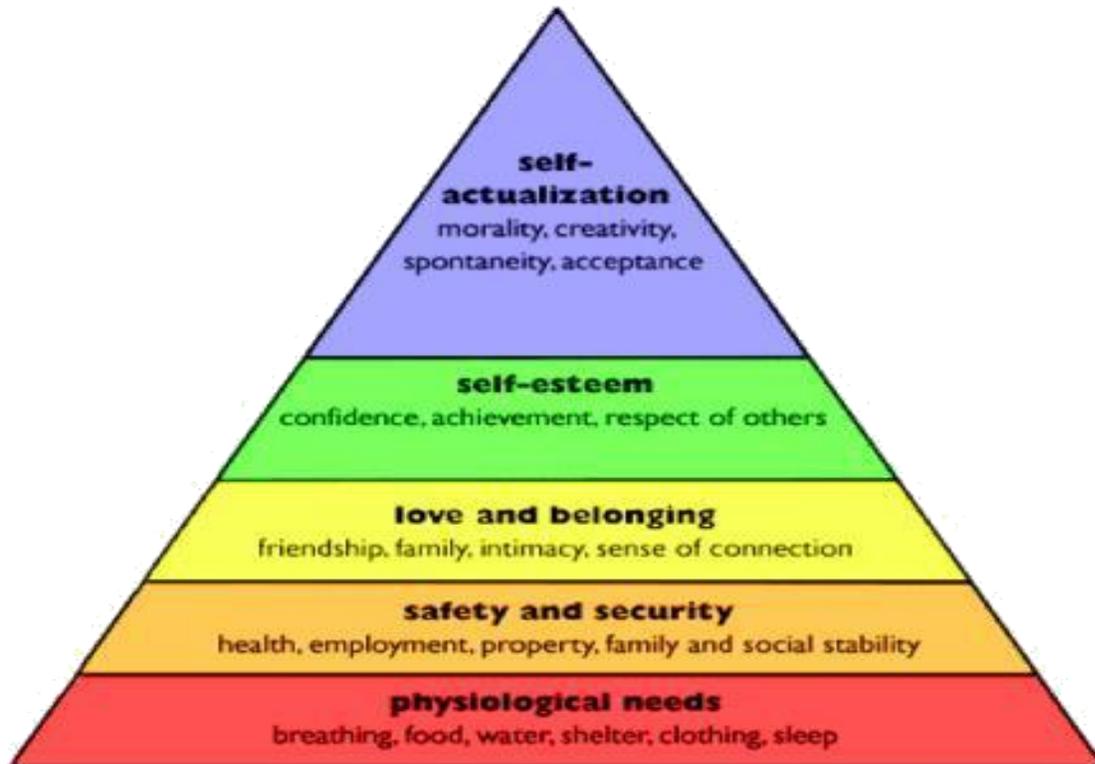


figure 1.1 Maslow's Need Hierarchy

2.6.1 Maslow theory and performance:

Maslow's theory of needs (1956) presents that human needs are based on a hierarchy of needs. These hierarchy needs categories are five levels (physiological needs, security needs, social needs, self-esteem needs, and self-actualization needs). The five-level must be filled hierarchically, in another world, employees must feel satisfying at first level to achieve the second level (Zalenski & Raspa, 2006; Osman et al., 2017). Employees' performance presents the time to complete the task. However, employee performance is linked to psychology needs. Thus, each organization should pay high attention to their employees in terms of need to achieve a high level of performance.

according to Oh and Kuchinke (2017), human resource practices could meet up the needs of employees which lead to gain a high level of performance

26.2 Maslow theory and job satisfaction:

Job satisfaction present as the main issue in the workplace. Thus, managers pay high attention to maintain the level of satisfaction for their employees by offering different practices such as training and development, reward, etc. According to Spector(1997), job satisfaction considered as the main psychology method in terms of feeling emotional toward their work. Thus, many studies present that satisfaction level might achieve the goal of the organization or lead the organization to lose its goal. Each organization offers different practices in term of motivation to increase the level of job satisfaction of their employees. According to Elliot et al. (2017), many motivation theories present how to increase the level of satisfaction by offering different practices such a Maslow's needs hierarchy theory (Maslow,1995), Herzberg's (Herzberg,1966) motivator-hygiene theory, the Job Characteristics Model (Hackman & Oldham,1975) and the dispositional approach (Judge & Lanen,2001). However , Maslow theory considered as the main theory that presents the role of motivation due to level of satisfaction, although other theories offer it, thy extracted from Maslow .maslow theory present that the five levels need should be filled out to feel satisfied at the workplace , each level should be filled out before move to the next level. Thus, the organization should meet the needs of their worked sin term of offering practices

2.6.3 Applied Maslow theory on the present framework

Human resource practices are the main issue at each organization to achieve a high level of satisfaction and performance. Human resource practices could present different practices such as training and development, reward, social support, employee relationship, empowerment, job analysis, and recruitment and selection; these various practices should be adequately offered at each organization to achieve a high level of satisfaction and performance. Human resource practices could be a maim method to accomplish the hierarchy needs. The existing practices could offer the needs of humanity. The level of love and belonging could be provided by social support, reward and employee relationship, thus the third level is achieved, on the other hand, training and development, recruitment and selection and job analysis offer the safety at the workplace in term of a secure job and free of terminate which means that the first level of human of need which called physiological is secure. Once employees' felt satisfied at the three-level, the main two level s will be achieved; employees' will feel valued at their organization in terms of esteem level. Thus they will release their potential and innovation powers In terms of self –actualization. According to Spector, (1997) once human resource practices met the basic needs, the level of satisfaction and performance will be increased

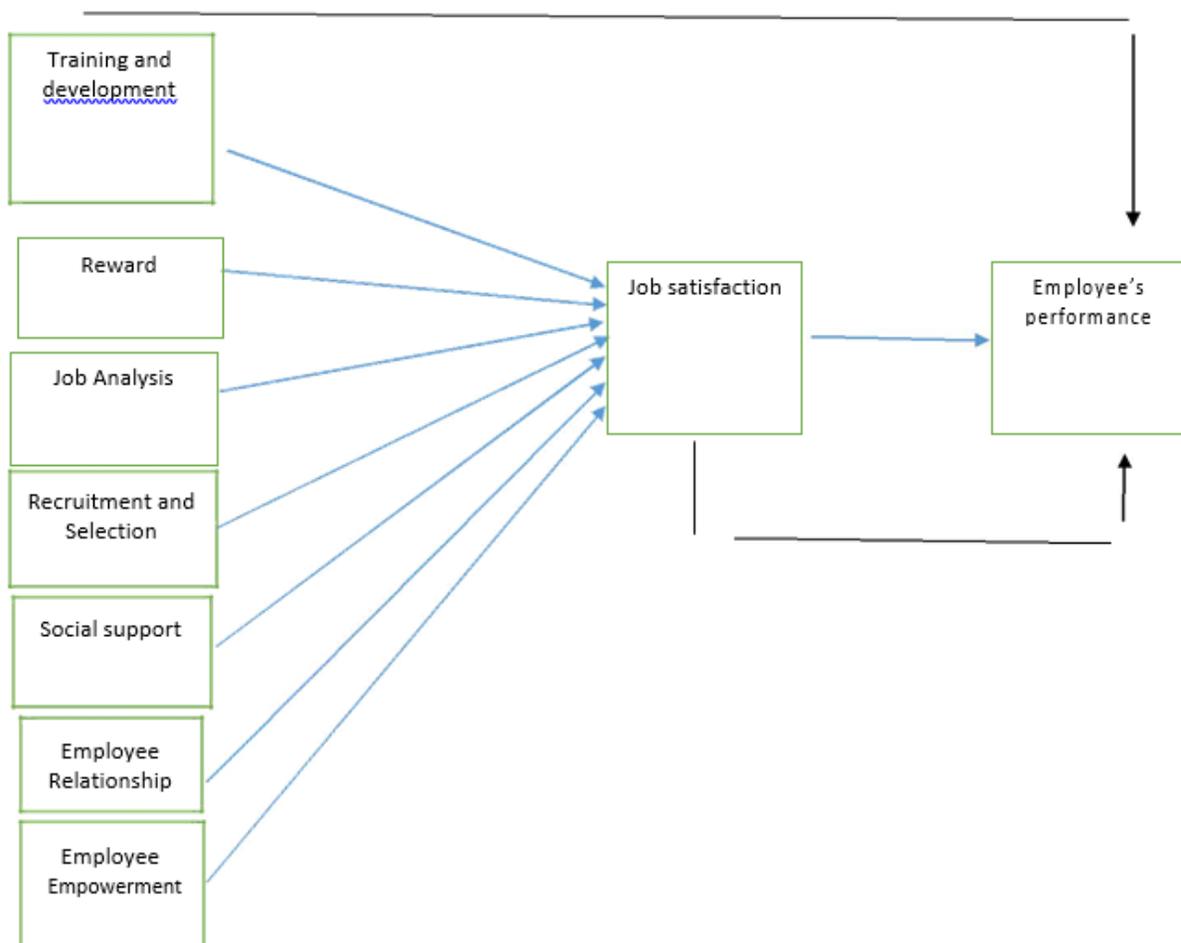
3. Methodology:

The current study is a correlation study which presents the function of testing two or more variable s related to each other or not, in addition, the time of horizon is a cross sectional study which means that the researcher tinted to collect the data from individuals at a single point in time Moreover, the research approach is a

quantitative approach, questionnaire distribution Thus, it is a deductive and positivist approach (Absar et al., 2010; Phrommathed & Kumar 2005)

3.1 Conceptual Framework:

The main objective of the current study is to examine the impact of human resource practices on job satisfaction employees and performance in a direct way, on the other hand, through job satisfaction as a mediator in an indirect way. The present study present different practices such a training and development, reward, job analysis, recruitment and selection, social support, employee empowerment, and employee relationship)in addition, this study present will confirm the assumption of the motivation theory such as Maslow theory (Snell & Bohlander, 2013; Khera, 2015)



Based on the (figure 1.2) our proposition as follows

P1: There is a positive relationship between human resource practices and employees' performance

P2: There is a positive relationship between human resource practices and job satisfaction

P3: There is a positive relationship between job satisfaction and employees' performance

P4: There is a positive role of job satisfaction as a mediator between human resource practices and employees' performance

4Conclusion:

The current study intends to examine the role of human resource practice on employees' performance through employees' job satisfaction at Saudi port authority, especially in the cargo section. Human resource practice offers a significant role to employees' satisfaction and performance once it is offered properly in terms of meeting the psychological needs of workers which lead them to achieve the goal of the firm (Aktar & Pangil, 2017; Kuppaswamy et al, 2017). Although, previous literature presents the significant role of human resource practices to the level of performance and satisfaction, however, there are limited studies at Saudi ports authority especially in the cargo field even though, Saudi ports offer a great income to the local economy, however the cargo overstock presents as a recent issue due to the lack and inappropriate human resource practices thus, this study will examine the role of human resource practices in employees' satisfaction and performance based on the assumption of Maslow's theory.

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