



## The effect of high performance HR practices on employees' job satisfaction

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### Abstract

The purpose of this paper is to investigate potential impacts of high performance HR (human resources) practices on employee's job satisfaction. The research hypotheses are tested using sample data collected from 480 blue-collar employees of 35 larger firms in Istanbul, Turkey. The proposed practices, which were participation, empowerment, job rotation, self-directed work teams, and contingent compensation, were positively correlated with employee's job satisfaction. Hierarchical regression analysis reveals that except contingent compensation the all other practices (participation, empowerment, job rotation, and self directed work teams) account for unique variances in job satisfaction of the surveyed firm's employees. Implications for high performance HR practices and employee's job satisfaction are discussed, limitations of the study are revealed, and future research directions offered.

**Keywords:** High performance HR practices, participation, empowerment, job satisfaction.

### Yüksek performanslı İK uygulamalarının işgörenlerin iş tatmini üzerine etkisi

#### Özet

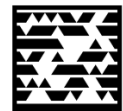
Bu araştırmanın amacı, yüksek performanslı İK uygulamalarının işgörenlerin iş tatmini üzerine olan muhtemel etkisini ortaya koymaktır. Araştırmanın hipotezleri, İstanbul/Türkiye'de faaliyet gösteren 35 büyük ölçekli işletmede çalışan 480 mavi yakalı işgörenden oluşan bir örneklem üzerinde test edilmiştir. Araştırmada esas alınan yüksek performanslı İK uygulamalarının (katılım, güçlendirme, iş rotasyonu, kendini yöneten takımlar ve ücretleme), işgörenlerin iş tatmini ile olumlu ilişki içinde olduğu tespit edilmiştir. Hiyerarşik regresyon analizi bulgularına göre ise, durumsal ücretleme hariç olmak üzere, diğer yüksek performanslı İK uygulamalarının (katılım, güçlendirme, iş rotasyonu, kendini yöneten takımlar), hedef alınan firmalarda çalışan işgörenlerin iş tatminini anlamlı düzeyde açıkladığı görülmüştür.

**Anahtar Sözcükler:** İK uygulamaları, katılım, güçlendirme, iş rotasyonu, ücretleme, iş tatmini.

### 1. Introduction

Human resources (HR) and other management practices have been changed dramatically in last four decades due to globalization, privatization/deregulation, competition, and technological advances. These highly turbulent environmental changes have enforced organizations to adopt new workplace practices that enhance sustained level of high performance. In recent years, those practices have taken the attention of both practitioners and researchers, increasingly being used by Fortune 1000 companies [1], [2], [3].

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Those practices or systems have been conceptualized as high performance workplace practices (also referred in the related literature as strategic HR priorities, involvement work systems, high-performance work systems, high-performance organizations, and high-commitment management) that consist of flat hierarchical structures, job rotation, self-directed teams, participation of employees in decision-making, horizontal communication channel, skills-based pay systems [4], [5], [2], [6], [7]. In present study, we conceptualized these practices as high performance HR practices (hereafter HPHRPs). HPHRPs have many significant benefits for organizations that have to manage many challenges to survive and competition. Since these practices can help organizations to have achieved "higher flexibility, higher product quality, and higher performance while remaining cost competitive by inducing workers to work harder and using the skills and information of their employees more effectively through moving decision authorities closer to those who have the relevant information" [8]. Also, Huselid [5] suggested that a set of HR practices (as he referred high performance work systems) were related to turnover, accounting profits, and firm market value.

It has further been proposed that HPHRPs are not only beneficial for the employers but also their employees through increased job satisfaction. There are not many studies that investigate the effects of HPHRPs on employees' job satisfaction. However most of those studies were conducted in USA [9], [10], [11], [12], [13], [14], [3]. One of the rare comparable research on the effect of HPHRPs on employee's job satisfaction for European countries that was conducted by Bauer. Bauer found that a higher involvement of employees in HPHRPs is associated with higher job satisfaction in his study surveyed 15 European member countries [8].

It is therefore, essential to explore potential the impacts of HPHRPs on employee's job satisfaction different economic and cultural context. In Turkey, collectivist and high power distance cultural norms predominates [15], [16], [17]. As known, cultural nuances and economic context might affect many management techniques and practices. The present study aims to examine the effects of five HPHRPs, which are participation, empowerment, job rotation, self-directed work teams, and contingent compensation on job satisfaction of blue-collar employees in Turkish firms. Hence, the current study can contribute to the growing literature by examining the validity of the HPHRPs-employee's job satisfaction linkage in Turkish context where published research on HRM is relatively limited.

## **2. Literature Review**

### **2.1. High Performance HR Practices**

It can be considered that work of Doeringer and Piore [18], internal labor markets, was pioneer in developing "best practices", which in turn, considered as HPHRPs. According to Doeringer and Piore, an internal labor market as a situation where the allocation of labor is determined by a set of administrative rules rather than external market forces [18]. They argued that internal labour market is likely to be found in organization to the extent that firm-specific skills, knowledge and training are required. Because, employees with more firm specific skills as opposed to general skills more valuable, and internalizing the labor market might reduce labor turnover and stabilizing employment [19].

As time passed, researchers identified best human resource management practices ("best practices") based upon this notion [20]. Best practices have two main characteristics: 1) having capacity to improve organizational performance and 2) having to be generalizable [21]. According to the best practices approach, some HRM activities are better than other ones and, therefore, organizations should identify and adopt these

activities [20]. In other words, when organizations adopt the best practices, their organizational performance will be enhanced. Some of these practices are internal career opportunities, formal training, results-oriented appraisals, and employment security [22]. Many studies revealed that there is a positive correlations between best practices and organizational performance in a variety of settings, such as in steel mills [23], automobile sector [24], manufacturing firms [10], service sector [6], larger companies [1], and publicly held firms in all major industries [5].

The best practices were developed from this starting point, and interest has recently shifted towards much more related to HPHRPs. There is no consensus on definition of HPHRPs in HRM literature. Nadler, Gerstein and Shaw define HPHRPs as "organizational architecture that brings the fit among them in order to produce high performance in terms of effective response to customer requirements and other environmental demands and opportunities" [25]. According to Huselid, Jackson and Schuler these practices "as internally consistent set of policies and practices that ensure that a firm's human capital contributes to the achievement of business objectives" [2]. The term "HPHRPs" represents the organization which have more holistic organization features such as flat hierarchical structures, job rotation, self-responsible teams, multi-tasking, a greater involvement of lower-level employees in decision-making, horizontal communication channel, performance-enabling work structures than from the Tayloristic work organization, characterized by task specialization, a pyramidal hierarchical structure, and a centralization of responsibilities [8]. HPHRPs are also supported by the contingent pay systems such as pay for skills mastered on the jobs, profit sharing, performance bonuses instead of traditional pay systems based on job title, status or seniority [7]. In organizations, the effect of HPHRPs on firm performance has received considerable attention in recent years [26].

In the context of this theoretical debate, HPHRPs have significant aspects from the traditional workplaces. In this practices or systems, horizontal management styles are utilized as opposed to hierarchical ones. Individuals exercise relatively broad discretionary decision-making authority; it concentrated on customer service and output rather than process. It rotates and deploys workers across a relatively broad range of tasks, rather than narrowly constraining the range of tasks done by individual workers. The organizational change is actively engaged. Works are performed by self-management teams and units [27], [28]. HPHRPs are referred as a set of "best practices", with the potential to boost firm performance by developing a more skilful and committed workforce [29]. There is no definitive consensus about the practices that make up these HPHRPs [30]. Widely accepted and selected for present study as follows:

1. Participation,
2. Empowerment,
3. Job rotation,
4. Self directed work teams, and
5. Contingent compensation.

## **2.2. Impact of the HPHRPS on Job Satisfaction and Research Hypotheses**

Jobs satisfaction is defined as an employee's overall affective state resulting from an approval of all aspects of his/her job [31]. An employee's level of satisfaction toward her/his job varies with specific aspects of the job [32]. These are the nature of the work, pay, promotion, co-workers and organizational context (procedures, working condition). Many studies have demonstrated that job satisfaction is one of the key factors of individual and organizational performance [33], [34], [35], [36], [37], [38].

In HPHRPs, individuals most likely have a higher level of communication with co-workers, employees and outsiders of the organization; a greater involvement of in decision-making process. It can be said that individuals give high value to these new opportunities, as result their overall job satisfaction might increase when an employee participates in decision-making, he or she can trust his or her supervisors; perceive his or her jobs as challenging and intrinsically rewarding [8]. Trust and intrinsic rewards are in turn positively related to high organizational commitment and positive attitudes toward the job [10]. Also, as one of the HPHRPs, job rotation might increase employee's job satisfaction by giving him/her a sense of belonging, reducing boredom, and mastering his/her skills needed for promotions [39]. Freeman and Kleiner [13]; Freeman, Kleiner and Ostroff [12]; Bailey, Berg and Sandy [11]; Godard [14]; Harmon, Scotti and Behson [3], and Bauer [8] found that a higher HPHRPs is associated with higher job satisfaction. Interestingly, however, according to Askenazy and Caroli [40], HPHRPs may have direct negative effects on employee's job satisfaction. They argued that due to team work, for example, the control of a worker over the pace of work might be decreased and peer pressure might be increased, which in turn increases the potential of conflicts among coworkers. Given these recent empirical results, thus it is postulated that:

*H1: Overall HPHRPs are positively and significantly related to job satisfaction.*

Participation is defined as employee's involvement of problem solving and reaching a decision [41]. Participatory systems contribute to a motivated and loyal workforce. Under this system, employees work together in teams to share common experiences and exert discretionary effort. Such efforts enable firm to achieve its goals and enhance employees' satisfaction. Employee participation in decision-making produces a positive effect on employee productivity [1]. It has been known that participative management is related to employee satisfaction [42], [43]. Scott, Bishop and Chen [44] also found that job satisfaction mediates the relationships between elements of a participative work environment and employee willingness to cooperate with co-workers. According to Harmon et al. [3], HPHRPs are associated with both greater employee satisfactions in 146 Veterans Health Administration centers. In view of the findings from above studies, the following hypothesis is proposed:

*H2: Participation in decision making is positively and significantly related to job satisfaction.*

Concerning empowerment, as a CEO has said, "No vision, no strategy can be achieved without an able and empowered workforce" [45]. The concept of empowerment refers to involve increased individual motivation at work through the delegation of authority to the lowest level in an organization where a competent or confidential decision can be made; perceived self-determination or freedom to choose how they carry out their tasks [46], [47]. Recent studies showed that there is relationship between empowerment and job satisfaction [47], [48], [49], [50]. In view of the findings from these several different research areas, it is expected that empowerment to be positively related to employee's job satisfaction. Thus:

*H3: Employee empowerment is positively and significantly related to job satisfaction.*

Job rotation is one of HPHRPs [10], [13], [14], [3], [8] and the more widely used career development strategies [51], [52] in HRM literature which is a work system employees rotate among different jobs. Job rotation provides employees a meaningful change in job content [53]. Main objectives of job rotation are to gain an overall appreciation of organizational goals, to create a broader knowledge base of different functional areas, to develop a network of organizational contacts, and to enhance skills for employees [52]. There are two reasons why work system employees rotate among different jobs is a useful way to motivate employees, give them a sense of belonging, and reduce boredom

[54]. At first, job rotation practices can yield to skill variety and task identity. The later, employees perceive job rotation as a way of mastering the skills needed for promotions [39]. Based on the empirical evidence reviewed above, the following hypothesis is proposed:

*H4: Job rotation is positively and significantly related to job satisfaction.*

It is clear that in order to be successful, HPHRPs should concentrate on self-directed teams (also called team work). Because, self-directed teams are fundamental building block of the HPHRPs [4], [6]. Significant aspects of the teamwork are effective communication and cooperation within the team [55], supportiveness among the members [56] and shared workloads among the team members. All these variables are potential factors that might increase of satisfaction level of employees. Cummings [57]; Hackman and Oldham [58] suggested that employees should be more satisfied and productive if they prefer to work in a self-directed work team. Frey and Benz [59]; Scott et al. [38]; Bauer [8] found that being involved in teamwork is related to job satisfaction. In view of the findings from the previous research, the following hypothesis is postulated:

*H5: Self-directed team is positively and significantly related to job satisfaction.*

HPHRPs should be supported by the contingent pay systems such as pay for skills mastered on the jobs, profit sharing, and performance bonuses. Huselid et al. [2]; Frey and Benz [59]; Harmon et al. [3]; Bauer [8]; Bakan, Suseno, Pinnington and Money [60] found that contingent compensation or skills based practice as one of the HPHRPs that is associated with greater employee satisfaction. Given these recent empirical results, it is proposed that:

*H6: Contingent compensation is positively and significantly related to job satisfaction.*

### **3. Methods**

#### **3.1. Procedures and Samples**

The study was conducted in larger firms, defined as firms that employ more than 250 employees, in Istanbul. Firms with fewer than 250 employees were excluded from the study, because such companies often do not have a formal organizational unit for handling human resources. As a sample 50 larger firms running in Istanbul was selected randomly from firms that were included in list of Istanbul Chamber of Industry website. The HR managers of selected firms were telephoned and informed of the basic purpose of the research. HR managers of 15 selected firms returned that they did not want to be involved. Then, 20 questionnaires were mailed to each of senior HR managers of selected firms (35 firms) accompanied by a cover letter and pre-paid envelope. The employees filled in the questionnaire from the surveyed firms and were selected randomly by the senior HR managers. The employees were asked about their perception of job satisfaction level, as well as the HPHRPs that they faced in the workplace. No personal data was collected except some demographics such as sex, age, and tenure.

Of the 35 firms that received the questionnaire, 29 were returned, with a response rate of 82,8 percent. Respondent firms are functioning in automotive, electronics, food and drinks, textile, chemical and pharmaceuticals, and construction products sector in Istanbul. Some of the returned questionnaires are excluded due to incompleteness and inconvenience. As a result, a total of 480 questionnaires were determined as usable and entered into statistical analysis. As for the participant, tenure ranged from less than five years (17 percent) to 5-10 years (33 percent), to more than 11 years (50 percent). Most of the participants were male (65 %), and the median age was 32 years old.

### **3.2. Measures**

The measures used in the study have been adapted and developed from a careful review of the literature. During adaptation of the measures into Turkish, the method of Brislin, Lonner and Thorndike [61] was used, which consisted of four steps: 1) forward translation, 2) assessment of forward translation, and 3) backward translation, 4) assessment of backward translation. All of the English version of the questionnaires were translated into Turkish by the researcher and reviewed by a colleague, an associate professor of English to assure clarity of terminology. Content validity of the measures results from developing scale items based upon expert opinions of knowledgeable researchers and practitioners. Two main measures have been used for the current study: HPHRPs and job satisfaction.

#### ***HPHRPs measure***

All of the HPHRPs measures were adapted from Survey of Appelbaum, Bailey, Berg and Kalleberg [10] except empowerment scale. Appelbaum et al. surveyed high performance work systems on nearly 4,400 employees who worked in steel, apparel, and medical electronic sectors in USA. In this study, the HPHRPs scale consists of five sub dimensions, which are participation scale, empowerment scale, job rotation scale, self-directed work teams scale and contingent compensation scale. The respondents in the present study were asked, "to what extent are each of the five HPHRPs used in their workplace". It has been known that similar perceptual scales have been commonly used in studies of HR practices [62], [63]. The questionnaire was developed on the 1 through 5 type of summated-rating scale with one-line statements, asking the respondents to indicate their agreement levels that are classified as where 1="to a little extent" and 5 ="to a great extent".

Participation scale aims to measure the level of employee's participation in problem solving and organizational decision-making, consisting of a four-item scale. The Cronbach alpha reliability for the scale was 0.81 (e.g.: "In general how much say or influence do you have on decisions which affect your job?").

Empowerment scale was adapted from Spreitzer empowerment scale and consists of six items [47]. It was used to measure how employee feel about perceived self-determination or freedom to choose how they carry out their tasks and the delegation of authority to the lowest level in an organization (e.g.: "I have significant autonomy in determining how I do my job" (self-determination). Cronbach's alpha of the scale was 0.83.

The second sub-component of HPHRPs measure is job rotation scale, which is based on three questions concerning what an extent of job rotation practices in the workplace (e.g.: "To what extent does your job involve rotating tasks between yourself and colleagues?"). Cronbach's alpha for job rotation scale was 0.86.

Self directed work teams scale was constructed to determine how often the employees involve in team work. (e.g.: "To what extent does your job involve, doing all or part of your work in a team?"). Cronbach's alpha for this scale was 0.85.

Contingent compensation scale aims to find out how the remuneration of employees includes payments based on profit sharing, skill based and performance bonuses. (e.g.: "What an extent does your compensation involve assessing your skills?") Cronbach's alpha for this scale was 0.80.

#### ***Job satisfaction measure***

To measure overall job satisfaction level of the employees, a 10-item job satisfaction scale developed by Spector was used [64]. Respondents were asked to indicate their

degree of satisfaction on a five-point Likert scale ranging from 1 (= very dissatisfied) to 5 (= very satisfied) with regard to the various facets of their job (e.g: "How satisfied are you with your working conditions"). Cronbach's alpha for this scale was 0.89.

#### 4. Results

Table 1 presents the means, standard deviations, coefficient alphas and intercorrelations of the study variables. The coefficient alpha estimates for all the scales are greater than the level of .70 which is the recommended level for the social sciences. So, internal consistency reliabilities of the all dimensions were quite respectable.

Consistent with much prior research on the relationship between HPHRPs and employees' job satisfaction, Table-1 shows that overall HPHRPs and all sub dimensions of HPHRPs are positively and significantly related to job satisfaction. Participation and empowerment have the strongest correlation with job satisfaction of employees at moderate level ( $r = .412$ ;  $r = .328$  respectively;  $p < .01$ ). Being worked in a self-directed team has positive correlation with the job satisfaction ( $r = .283$ ;  $p < .01$ ). The relationships between the job satisfaction variable and the contingent compensation and the job rotation variables were found at a low level ( $r = .141$ ;  $r = .163$  respectively;  $p < .05$ ). Hence, these results provide some preliminary support for all our hypotheses.

**Table 1 Means, Standard Deviations, and Intercorrelations among the Study Variables (N: 240)**

Variables	M	SD	1	2	3	4	5	6
1. Overall HPHRPs	2.12	.614	(.91)a					
2. Participation	2.67	.662	.756**	(.81)a				
3. Empowerment	2.11	.937	.845**	.769**	(.83)a			
4. Job rotation	1.92	.744	.725**	.549**	.416**	(.86)a		
5. Self-directed work team	2.22	.916	.850**	.833**	.732**	.391**	(.85)a	
6. Contingent compensation	1.69	.630	.579**	.331**	.267**	.590**	.261**	(.80)a
7. Job satisfaction	3.67	.658	.333**	.412**	.328**	.163*	.283**	.141*

Notes: "a" represents for Cronbach's alpha reliabilities for related variables, \* correlation is significant at the .05 level (2-tailed), \*\* correlation is significant at the .01 level (2-tailed).

A stepwise multiple regression analysis was conducted to identify which HPHRPs dimension (predictor variables) was significant predictor of the employee job satisfaction (dependent variable). As shown in the Table-2, the independent variable, the participation has, solely, the major impact on the dependent variable of job satisfaction. The participation explained the unique variance of job satisfaction ( $R^2: .196$ ;  $t: 8.657$ ;  $p < .001$ ). A higher participation in decision making has a positive effect on job satisfaction. In model 2, the inclusion of the empowerment increased the amount of

explained variance at the level of .212 by the .017 amount of change (t: 2.550;  $p < .05$ ). Model 3 shows that being involved in team work contribute significantly to the positive effect on job satisfaction ( $R^2$ : .226; t: 2.318;  $p < .05$ ). But, the incremental explained variance by addition of self-directed work team is not so high ( $\Delta R^2$ : .014). Being involved in job rotation (Model 4) increases the job satisfaction of workers significantly ( $R^2$ : .239; t: 2.276;  $p < .05$ ), but not very strong ( $\Delta R^2$ : .013). However, contingent compensation dimension was excluded variable for the all models, since it failed to cause a significant change or impact on job satisfaction of the employees.

A closer look into the results of the all stages regression reveals that employee participation has strong positive impact on job satisfaction. Concerning the other HPHRPs (empowerment, self directed work teams and job rotation) the results are less strong. In addition, contingent compensation dimension does not have any significant impact on job satisfaction according to the stepwise regression analysis. By way of summing up the hypotheses, consistent support was obtained for  $H_1$  (overall HPWPs),  $H_2$  (Participation),  $H_3$  (Empowerment),  $H_4$  (Job rotation), and  $H_5$  (Self-directed work teams). However,  $H_6$  (Contingent compensation) was not supported.

**Table 2 Stepwise Regression Analysis with Job Satisfaction as Dependent Variable (N=240)**

Model	Predictors (Constant)	Beta	t	$R^2$	Adjusted $R^2$	$\Delta R^2$
1	Participation	.442	8,657***	.196	.193	.196
2	Participation Empowerment	.369 .149	6.323*** 2.550*	.212	.207	.017
3	Participation Empowerment Self-directed work team	.406 .152 .123	6.756*** 2.631** 2.318*	.226	.218	.014
4	Participation Empowerment Self-directed work team Job rotation	.376 .104 .165 .144	6.150*** 1.700 2.953** 2.276*	.239	.229	.013

Note: \*  $p < .05$ ; \*\* $p < .01$ ; \*\*\*  $p < .001$

Contingent Compensation: Excluded variable for the all stages.

### 5. Discussion and Implications

The purpose of this research was to examine the effects of high performance HR practices on job satisfaction of the employees who are working in larger companies in Istanbul, Turkey. As HPHRPS, we explored participation, empowerment, job rotation, self directed work teams, and contingent compensation of the employees in order to contribute the emerging literature in terms of a country that have different work life culture.

The correlation analysis findings show that all of the HPHRPs have positive correlation with the job satisfaction. The participation in the surveyed firm has the highest level of relationship with the job satisfaction ( $r = .412$ ;  $p < .05$ ). The relationships between the



job satisfaction variable and the contingent compensation and the job rotation variables were found at a low level ( $r = .141$ ;  $r = .163$  respectively;  $p < .05$ ) but statistically significant. Hence, the finding of this study suggests that higher involvement of HPHRPs increases job satisfaction level of employees.

Stepwise regression analysis reveals that participation is the most important predictor of job satisfaction surpassing the incremental variance of the others. Empowerment, job rotation, self-directed work teams have impacts on the job satisfaction but not very strong. However, our expectation about the contingent compensation was not supported. Contingent compensation failed to have any significant effect on job satisfaction. It can be said that employees, in the surveyed firms, put more emphasis on participation, empowerment, and job rotation than on contingent compensation as a determinants of their job satisfactions.

Research conducted about the HPHRPs revealed that participation [42] [43], [44], [3], employee empowerment [47], [48], [49], [50], job rotation [10], [13], [14], [3], [8], and being involved in team work [59], [44], [8] have significant impacts on job satisfaction. By and large, the results of our research corroborate with those studies. However, contrary to the results of some previous studies [2], [59], [3], [8] one of our study results concerning the contingent compensation on job satisfaction was not supported in the surveyed firms. In the surveyed firms, contingent compensation practices were not very common (M: 1.69, out of 5). This small mean might affect the relation, which in turn, fails to cause a significant impact on job satisfaction of the employees.

Also, in the study, the overall job satisfaction seems quite high (3.67), but the employees score on the different high performance HR practices quite low (varies from 1.69 to 2.67). Thus, other, not measured, factors seem to push job satisfaction to a quite high level. Relation-oriented factors such as supervisor and colleague support, leadership style, and work climate can explain job satisfaction in the surveyed firm. The findings also support that all of the HPHRPs cannot be applicable in every context and appropriate for all employees.

In today's business life, organizations will be successful only by attracting the necessary assets and creating the organizational capability to sustain competitive advantage because of globalization, privatization/deregulation, competition and technological advances. In such an environment, HR particularly, HPHRPs are key asset that shape the human potential that resides with all organizations. In terms of practical recommendations, the present findings are consistent with the view that the high performance HR practices are effective strategies for contributing to enhanced organizational performance in terms of a more satisfied workforce. Since, it was found that job satisfaction is positively associated with measures of organizational performance [65], [66]. Managers often face the task of increasing job satisfaction of their employees simultaneously. This study provides support for the notion that HPHRPs, particularly participation should be viewed as the important practices in order to increase the job satisfaction level of the employees.

The research has some limitations as well. First, all data regarding the HPHRPs were gathered from employees, which might create the potential for common method bias. Gerhart, Wright, McMahan and Snell [67]; Wright, Dunford and Snell [68] raise question that single respondent measures of HR practices may have led to large amounts of measurement error. In the future, in order to lessen the potential for bias, data should be collected from different sources (e.g. employees' supervisors or managers).

Another limitation of our research is that because of time and financial constraints, this study was conducted in 35 larger firms in Istanbul. Hence, the result of the research may not be considered as representative of all Turkish firms. In Turkey, small and medium sized enterprises constitute approximately 80 % of the total employment [69]. Thus,

these results must be interpreted with considerable caution. But despite this limitation finding may prove useful for guiding future research.

This study contributes to growing HPHRPs literature in several ways. First of all, this study provides the first examination of impacts of the practices on job satisfaction of blue-collar employees in Turkish firms. Also the study helps to bridge the gap in HPHRPs in different cultural and business context. While the study makes important contributions to understand the relationship between the job satisfaction and HPHRPs in Turkey where collectivist and high power distance cultural norms predominates, this study is clearly only a first step and additional research is needed on this issue both in Turkey and in other countries.

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