

**Internship Report**  
**On**  
**Enhancing Customer Satisfaction through HRM Practices of**  
**GrapView IT Firm**

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**Enhancing Customer Satisfaction through HRM Practices of  
GrapView IT Firm**

**Submitted by:**

Riyadul Hasan

ID:- 192-11-882

Major in Human Resource management  
Department of Business Administration  
Faculty of Business and Entrepreneurship  
Daffodil International University

**Submitted To:**

Dr. Md. Mamun Mia

Assistant professor

Department of Business Administration  
Faculty of Business and Entrepreneurship  
Daffodil International University

**Daffodil International University**

**Date of Submission : 05/09/2023**

## Letter of Transmittal

To

Dr. Md. Mamun Mia

Assistant professor

Department of Business Administration

Faculty of Business and entrepreneurship

Daffodil International University

Subject: Submission of internship report.

Dear Sir,

As a requirement for the BBA program, I have the honor to submit my internship report titled Enhancing Customer Satisfaction through HRM Practices of GrapView IT Firm. I had never before worked in a corporate setting, and I gained a lot of knowledge from this experience.

I gained information and expertise concerning HRD when I was employed by GrapView, which would be useful for any firm in the future. After gaining some fresh experiences during the previous four months, I made every effort to produce a beneficial report.

In addition to thank you for giving me the chance to create the internship report as well as for your help and direction, I would be really glad if you found this report to be beneficial and accepted it.

Sincerely yours,



Riyadul Hasan

ID:- 192-11-882

Major in Human Resource management

Department of Business Administration

Faculty of Business and entrepreneurship

Daffodil International University

## Student Declaration

I am Riyadhul Hasan, a student of BBA program, Daffodil International University, hereby declare that the internship report entitled " Enhancing Customer Satisfaction through HRM Practices of GrapView IT Firm" is prepared after the completion of my internship at GrapView under the intensive supervision and guidance of Hasan Talukdar, CEO of GrapView and Dr. Md. Mamun Mia, Associate Professor, Department of Business Administration, Faculty of Business and Entrepreneurship, Daffodil International University.

I also declare that the internship report is prepared for academic purposes only. This report was not submitted by others.

Riyadul

-----  
Riyadul Hasan

ID:- 192-11-882

Major in Human Resource management

Department of Business Administration

Faculty of Business and entrepreneurship

Daffodil International University

## Certificate Approval

This is to certify that, Riyadul Hasan, ID:- 192-11-882, student of the Department of Business Administration, Faculty of Business and Entrepreneurship, Daffodil International University, has prepared this internship report entitled " Enhancing Customer Satisfaction through HRM Practices of GrapView IT Firm " under my supervision and guidance.

I do hereby approve the formation and contents of this internship report. To the best of my knowledge, the report has been prepared by him. I have supervised him throughout the preparation of the paper.

I wish him all success.

Internship Supervisor,



-----  
**Dr. Md. Mamun Mia**

**Assistant professor**

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

## **Acknowledgement**

If I don't appreciate our Honorable CEO Sir Hasan Talukdar, my recognition won't be complete. It would have been quite challenging for me to finish my report without his assistance. I would also like to express my gratitude to my family, who are also my pillars of support, for their assistance in helping me finish this report and BBA. I appreciate their assistance and suggestions.

To the many persons who have given me advice, assistance, support, and collaboration in order to make this report possible, I would like to express the deep gratitude I have felt over the past two months while writing it.

I want to start by thanking the omnipotent GOD for endowing me with the capacity to work hard.

I would like to express my deep gratitude to Dr. Md. Mamun Mia Sir for providing me with the chance to pursue this study as well as for her essential remarks, recommendations, and guidance throughout my study.

## **Abstract**

Customer happiness is a significant driver of corporate success, and HRM practices have been highlighted as influential variables in obtaining high levels of customer satisfaction. Using a quantitative research approach, this study intends to investigate the relationship between HRM practices and customer satisfaction. Survey was used to acquire data from a sample of respondents who are attached to GrapView IT Firm. The SPSS software was conducted to analyze descriptive statistics, correlation, and regression analysis. The findings show a significant and positive association between HRM practices and customer satisfaction. The findings emphasize the significance of good human resource management techniques in generating pleasant employee experiences, boosting service quality, and ultimately increasing customer satisfaction. Indeed, the study offers valuable insights for firms seeking to proactively connect their HRM practices with customer-centric goals, develop a happy work environment, and regularly monitor and assess the impact of HRM initiatives. Eventually, by applying these guidelines, organizations can improve customer happiness, create customer loyalty, and gain a competitive advantage in the competitive market.

## List of Figure and Tables

<b>Figure 1:</b> Gender frequency.....	23
<b>Table 1:</b> Gender frequencies Statics.....	22
<b>Table 2:</b> KMO Statistics.....	23
<b>Table 3:</b> Rotated component matrix.....	24
<b>Table 4:</b> Items-total Statistics.....	25
<b>Table 5:</b> Correlations analysis between independent and dependent variables.....	26
<b>Table 6:</b> Model Summary.....	27
<b>Table 7:</b> ANOVA.....	27
<b>Table 8:</b> Coefficients.....	27

## Table of Content

SL NO	TITLE	PAGE NO
	LETTER OF TRANSMITTAL.....	i
	STUDENT DECLARATION.....	ii
	CERTIFICATE APPROVAL.....	iii
	ACKNOWLEDGEMENT.....	iv
	ABSTRACT.....	v
	LIST OF FIGURE AND TABLES.....	vi
<b>1</b>	<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1-5</b>
1.1	INTRODUCTION.....	2-3
1.2	BACKGROUND OF THE STUDY.....	3
1.3	PROBLEM STATEMENT.....	4
1.4	SCOPE OF THE STUDY.....	4
1.5	RESEARCH OBJECTIVE.....	4-5
<b>2</b>	<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>6-17</b>
2.1	INTRODUCTION.....	7
2.2	INFORMATION ABOUT THE ORGANIZATION.....	7
2.2.1	<i>Company Profile.....</i>	<i>7-8</i>
2.2.2	<i>Relations Related to the Organization.....</i>	<i>8</i>
2.2.3	<i>Work Flow of the Organization.....</i>	<i>9-11</i>
2.3	HRM PRACTICES.....	11-12
2.3.1	<i>Training as a Process.....</i>	<i>12-13</i>
2.3.2	<i>Training as a System.....</i>	<i>14</i>
2.3.3	<i>Importance of Training.....</i>	<i>15</i>
2.3.4	<i>Strategic Significance of Training.....</i>	<i>15</i>
2.3.5	<i>Identify Strategic Training &amp; Development Initiatives.....</i>	<i>15-16</i>
2.4	CUSTOMER SATISFACTION.....	16
2.5	RESEARCH HYPOTHESIS.....	17
<b>3</b>	<b>CHAPTER THREE: METHODOLOGY.....</b>	<b>18-20</b>
3.1	INTRODUCTION.....	19
3.2	STUDY DESIGN.....	19-20

<b>4</b>	<b>CHAPTER FOUR: DATA ANALYSIS.....</b>	<b>21-28</b>
4.1	INTRODUCTION.....	22
4.2	DESCRIPTIVE ANALYSIS.....	22-23
4.3	INFERENTIAL STATISTICS.....	23
4.3.1	<i>Exploratory Factor Analysis (EFA)</i> .....	23-24
4.3.2	<i>Reliability and Validity Test</i> .....	25
4.3.3	<i>Correlation Analysis</i> .....	26
4.3.4	<i>Regression Analysis</i> .....	26-28
<b>5</b>	<b>CHAPTER FIVE: DISCUSSION AND CONCLUSION.....</b>	<b>29-38</b>
5.1	DISCUSSION.....	30
5.2	CONCLUSION.....	30
5.3	RECOMMENDATIONS.....	31-32
5.4	LIMITATIONS OF THE STUDY.....	32-33
5.5	REFERENCES.....	34-36
5.6	APPENDIX (SURVEY QUESTIONNAIRES).....	37-38

# **Chapter One: Introduction**

## 1.1 Introduction

Organizations attempt to differentiate themselves in today's highly competitive business market by creating remarkable client experiences (Kurhayadi et al., 2022). Businesses have increasingly focused on Human Resource Management (HRM) techniques to improve customer satisfaction. Human resource management strategies include a wide range of operations, including recruiting and selection, training and development, performance management, and employee engagement, all of which directly impact the behavior and performance of employees in customer-facing jobs (Lopez-Cabrales & Valle-Cabrera, 2020).

Effective human resource management strategies can help a firm build a customer-centric culture by aligning employee behaviors and attitudes to provide exceptional service (sareen bhawna, 2018). Organizations may ensure their frontline personnel has the essential competencies to exceed customer expectations by attracting and choosing individuals with the relevant skills and traits. Furthermore, thorough training and development programs can improve employees' knowledge and skills, providing them with the tools and resources to answer client needs correctly (Kurhayadi et al., 2022). Employee engagement and motivation are driven through performance management systems, which provide feedback and credit for outstanding performance while addressing areas for improvement. Organizations may enable staff to take ownership of client interactions and aim for continual improvement by defining clear expectations and goals. Furthermore, employee engagement activities such as cultivating a healthy work environment, creating work-life balance, and recognizing and rewarding excellent customer service can increase employee happiness and dedication, resulting in increased customer satisfaction (Rucci et al., 1998; sareen bhawna, 2018).

Empirical studies generally acknowledge and confirm the relationship between HRM practices and customer satisfaction. For example, It discovered that firms with successful HRM practices had greater levels of customer satisfaction than those with less intense HRM systems (Rucci et al., 1998). It has found that employee training and development positively impacted customer satisfaction and loyalty (“A Cross-National Comparison: Job Satisfaction and Gender,” 2021). This article aims to investigate the various HRM strategies that contribute to increased customer satisfaction. The study find best practices and techniques firms can use to optimize customer service delivery by reviewing current literature and drawing on real-world experiences. In

addition, this study addresses the potential hurdles and constraints of applying HRM practices to improve customer satisfaction.

## **1.2 Background of the Study**

For businesses across industries, increasing customer happiness has become a strategic goal. Happy consumers fuel repeat business and serve as brand ambassadors, persuading others to select a specific good or service. As a result, companies are paying closer attention to how Human Resource Management (HRM) procedures may help them provide great client experiences (Lopez-Cabrales & Valle-Cabrera, 2020). The beneficial association between HRM practices and customer satisfaction has been shown in numerous researches. For instance, the study discovered that firms with high HRM practices had higher customer satisfaction levels than those with low HRM practices (Huang & Liu, 2019). Similarly, the past researchers have found that HRM procedures, including employee training and development, greatly impacted customer satisfaction in the hotel sector (Huang & Liu, 2019; Kurhayadi et al., 2022). Effective HRM practices influence customer satisfaction in several ways (Jawaad et al., 2019). The recruitment and selection process are vital to find people with the talents, attitudes, and beliefs to provide excellent customer service (Zhang et al., 2019). Second, thorough training and development programs give staff members the skills to meet consumer expectations (Jawaad et al., 2019). Employee engagement programs also promote a healthy workplace culture, increasing employee happiness and their capacity to deliver high-quality services (Jiang et al., 2019).

Although existing research sheds light on the relationship between HRM practices and customer satisfaction, more research is necessary to comprehend the precise mechanisms and tactics businesses can use to raise customer satisfaction through HRM practices. By studying the various HRM strategies and their effect on customer satisfaction, this study seeks to close this research gap. By focusing on best practices and potential obstacles, businesses may better align their HRM strategy to enhance customer service delivery. Existing research has shown that HRM practices favorably impact customer satisfaction (Kurhayadi et al., 2022).

### **1.3 Problem Statement**

The issue is the necessity for firms to identify and address the problems they face while implementing Human Resource Management (HRM) practices to improve customer satisfaction. Despite the widely acknowledged value of HRM practices in boosting customer satisfaction, organizations frequently need help to implement and integrate these practices into their customer service initiatives (“A Cross-National Comparison: Job Satisfaction and Gender,” 2021; Jawaad et al., 2019; Kurhayadi et al., 2022; Lopez-Cabrales & Valle-Cabrera, 2020). Despite the data linking HRM practices and customer happiness, firms need help with efficiently implementing these practices. Aligning HRM strategies with customer-centric goals, securing enough resources for training and development programs, managing employee resistance to change, and integrating HRM practices into company culture and systems, for example, may provide challenges.

As a result, the problem that this study will address is identifying the specific problems and barriers that firms encounter in successfully integrating HRM practices to improve customer satisfaction. Organizations can build more successful strategies and procedures that match HRM programs with customer-focused objectives, thereby boosting customer happiness and loyalty by identifying and solving these difficulties.

### **1.4 Scope of the Study**

The study's scope supports researchers in defining its parameters and area of concentration. The fundamental HRM procedures (such as hiring and firing, development and training, performance management, remuneration, and employee empowerment) may influence customer satisfaction. Investigate the theoretical underpinnings and empirical research that supports the link between HRM practices and customer satisfaction.

### **1.5 Research Objectives**

Research objectives are the precise aims a study seeks to attain. It provides purpose and direction to the analysis and governs the entire research process. A research study aims to concentrate the investigation, specify the specifics of what will be examined, and generate quantifiable results. Consequently, the problem description informs the formulation and execution of the study's primary objective. Therefore, the central objective of this study is as follow:

- To investigate the HRM practices that have the most significant impact on customer satisfaction.

## **Chapter Two: Literature Review**

## 2.1 Introduction

GrapView has become a key participant in the IT sector, renowned for its state-of-the-art software solutions and dedication to quality (GrapView, 2023). This internship report intends to add to the body of knowledge in the subject of HR in addition to serving as a record of during the internship experience. Overall, the experience working as an intern at GrapView has been fascinating and transforming. It has helped bridge the gap between theory and reality and has provided the information and abilities that internee needs to succeed in the field of human resources in the IT sector.

## 2.2 Information about the Organization

GrapView , It is one of the rising startup which work with IT software solutions organization in Dhaka, Bangladesh. Since 2014 (GrapView, 2023). In their early stage they started with 2D and 3D design. Now they are working with various kinds of software solutions like Websites, Mobile apps development, SQA, 2D and 3D design, AR and VR. Software solutions for businesses are the focus of the software farm GrapView. Custom software development, web and mobile application development, software testing, and IT consulting are just a few of the many services it provides. To make sure the program functions properly and effectively, GrapView also offers software maintenance and support services. They are very much committed to delivering the best product to the clients. They have clients all over the country now they are doing some international projects.

### 2.2.1 Company Profile

#### Profile of GrapView

Registered Name	: GrapView
Known As	: GrapView
Category	: IT Solution
Type	: Private
Office	: Ashulia, Savar, Dhaka, Bangladesh
Phone	: +880-1779-2968-54
Email	: grapview.com@gmail.com
Managing director	: Hasan Talukdar
Number of Employees	: 17
Products	: Software solution.

Source: (GrapView, 2023)

## 2.2.2 Relations Related to the Organization

**IT Firm:** GrapView is a business that offers IT consulting, technological solutions, and software development. GrapView is a member of the technology sector, which includes businesses engaged in the design, manufacture, and supply of technological products and services. Software development is a practice that GrapView works in to create, test, and manage software applications or systems that are tailored to the needs of individual clients.

**IT Solutions:** GrapView offers IT solutions by providing a variety of goods, services, and tools to meet the technological requirements of its customers, including infrastructure setup, network administration, cybersecurity, and cloud computing. GrapView provides IT consulting services to businesses, offering knowledgeable counsel and direction on a range of IT-related topics, such as technology strategy, software deployment, digital transformation, and process optimization.

**Talent Acquisition:** The goal of GrapView's talent acquisition function is to find, source, and hire talented people to work for the company. This covers actions like posting jobs, reviewing resumes, conducting interviews, and rating candidates.

**Staff Training and Development:** To advance skills, knowledge, and professional development, GrapView places a strong emphasis on staff training and development. For the purpose of enhancing employee performance and capacities, training programs, workshops, and seminars must be created and delivered.

**Performance Management:** To evaluate and keep track of employee performance, GrapView uses performance management procedures. This entails establishing performance objectives, carrying out regular performance reviews, giving feedback, and highlighting areas in need of improvement or acknowledgment.

### 2.2.3 Work Flow of the Organization

To ensure fast task execution and smooth operations across the organization, GrapView adheres to a standardized workflow. The workflow includes numerous teams, departments, and procedures that support the business as a whole. Here is a description of GrapView's typical workflow:

#### Project Beginning:

- **Client Engagement:** The company starts projects by talking to clients to learn about their needs, goals, and deadlines.
- **Project Evaluation:** The project's viability, resource needs, and compatibility with the company's capabilities are all taken into account.

#### Project Management:

- **Gathering Requirements:** To acquire precise requirements, specifications, and project scope, the project team works in partnership with customers and stakeholders.
- **Resource Allocation:** The essential resources, including people, tools, and technology, are assigned in accordance with the project's requirements.
- **Project Timeline and Deliverables:** To guarantee efficient project management, a thorough project plan is created, containing milestones, deadlines, and deliverables.

#### Design and Development:

- **Design Phase:** Based on the specifications for the project and input from the client, the design team develops prototypes, wireframes, and visual components.
- **Phase of development:** The development team creates and codes the software or applications using frameworks and programming languages.

Prior to the official release, the quality assurance team performs thorough testing to find and fix any flaws or problems.

#### Client Feedback and Communication:

- Regular Updates: The project team keeps in touch with clients on a regular basis to provide them progress reports, respond to their questions, and solicit feedback
- Iterative development cycles are used to improve the product or service depending on changing customer needs. Client feedback is taken into account.
- Project Timeline and Deliverables: A thorough project plan with milestones, due dates, deployment, and implementation is created.
- Planning for Deployment: To ensure a smooth transition from the development environment to the production environment, the project team plans the deployment process.
- User Training: If necessary, user training sessions or documentation are given to clients so they can use the installed solution to its full potential.
- Go-Live: The finalized solution is introduced or put into use, making it accessible to clients or end users.

#### Suspension and Upkeep:

- Post-Deployment Support: To ensure that the deployed solution runs without a hitch, the company offers continuing technical support, bug fixes, and troubleshooting.

Updating software, applying security patches, and making other improvements are all part of routine maintenance tasks that are carried out in response to user feedback or shifting requirements.

Project Timeline and Deliverables: A thorough project plan is created, with milestones, due dates, and other important information. Throughout the workflow, teams from different departments, such as project managers, developers, designers, quality assurance experts, and client relationship managers, work together effectively to collaborate, communicate, and coordinate. Implementing project management approaches like Agile or Scrum can help with effective workflow management and on-time delivery.

It is crucial to keep in mind that the process may change depending on the particular project requirements, customer preferences, and the organization's changing demands. The described

workflow gives a broad overview of the regular procedures used by GrapView to supply its customers with high-quality goods and services.

### **2.3 HRM Practices**

Human Resource Management (HRM) is selected the independent variable in this study, which has described in the introduction part. The procedures cover employee engagement programs, performance management systems, training and development efforts, and reward and recognition programs (Jawaad et al., 2019). Recruitment and Selection HRM Practices Making sure that businesses hire people with the appropriate abilities and traits for customer-facing positions depends heavily on the recruiting and selection process (Lopez-Cabrales & Valle-Cabrera, 2020). The businesses with strict hiring processes and criteria had excellent customer satisfaction rates, underscoring the significance of choosing staff members qualified for jobs in customer service (Rajaratnam, 2020). It is commonly acknowledged that employee training and development programs are essential for giving staff members the information, abilities, and competencies required to deliver excellent customer service (Saks, 2022). Therefore, the businesses that invest in thorough training programs report higher levels of customer satisfaction due to their staff members' greater capacity to meet clients' requirements and expectations. In order to increase both individual and organizational performance, training and development refers to a systematic process of developing employee skills, knowledge, abilities, and competences (Yahya & Tan, 2015). Giving employees the tools and resources, they need to thrive in their roles and contribute to the organizational success as a whole is a crucial task in the subject of human resource management (Aburumman et al., 2020).

Training entails the methodical and organized acquisition of particular abilities, frequently connected to duties, procedures, or technologies used in the workplace (Hronová & Špaček, 2021). It attempts to give workers the skills, information, and abilities they need to successfully carry out their job duties. Training courses can be delivered in a variety of ways, such as in-person classes, online courses, workshops, on-the-job training, or external lectures (Aburumman et al., 2020; Yahya & Tan, 2015). The focus of development, on the other hand, is on long-term progress and professional advancement from a wider viewpoint. It includes actions that support workers' overall professional and personal development outside of their existing positions (Rajaratnam, 2020; Saks, 2022). Mentoring, coaching, job rotations, leadership initiatives, career planning, and educational

opportunities are a few examples of development initiatives. The objective is to maximize employee potential, prepare them for upcoming tasks, and promote an organizational culture of ongoing learning and growth (Yahya & Tan, 2015). Organizational needs, employee skill shortages, shifts in technology or industry trends, and individual career aspirations are just a few of the elements that influence training and development activities. Organizations may increase employee performance, raise work satisfaction and engagement, lower attrition, and boost overall productivity and competitiveness by investing in training and development (Aburumman et al., 2020; Rajaratnam, 2020; Saks, 2022; Yahya & Tan, 2015).

As a software company, GrapView understands the need of training and development in keeping staff members abreast of the most recent technical developments, software development processes, and industry best practices. It gives workers the opportunity to develop their technical abilities, adapt to changing market trends, and help provide high-quality software solutions successfully. Additionally, GrapView's development opportunities are designed to build individuals' leadership potential, promote creativity, and give them a clear path for career advancement in the software sector. Overall, training and development are essential elements of GrapView's human resource strategy since they support individuals' and the company's overall performance as professionals.

### **2.3.1 Training as a Process**

To improve employee performance and skills, any firm, including GrapView, need to have a training program (Saks, 2022). The internship report emphasizes the significance of training as a strategic HR strategy as a Junior HR Executive at GrapView. There are various crucial steps that make up the training process:

**Training Needs study:** A detailed study of training needs is the first step in the training process. This entails evaluating the organization's skills and knowledge gaps and figuring out the precise training needs. There are many techniques that can be used, including employee surveys, performance reviews, and discussions with managers and department leaders. Designing and developing training programs that address those demands comes next after the training needs have been established. Clear learning objectives must be established, the best training techniques must be chosen (such as workshops, e-learning modules, and on-the-job training), and training tools and

materials must be developed (Hronová & Špaček, 2021). The training programs should be crafted to meet the unique needs of the employees while also being in line with the larger corporate goals.

**Training Delivery:** An important element in the training process is the actual delivery of training programs (sareen bhawna, 2018). Training sessions, workshops, and seminars can be held in person or virtually by instructors or subject-matter experts. The way the training is delivered should be engaging, interactive, and pertinent to the audience. Presentations, case studies, role-playing, and group discussions are a few examples of teaching methods that can be used.

**Evaluation and Assessment:** In establishing the efficacy of the training programs, evaluation and assessment are essential (Rajaratnam, 2020). This step is obtaining feedback from participants via surveys or assessments to determine how relevant and effective the training was in their eyes. Additionally, analyzing how newly acquired information and abilities are put to use in the workplace aids in determining how well the training filled the identified gaps.

**Follow-up and reinforcement:** Training works best when it is a continuous process rather than a one-time event (Aburumman et al., 2020). To reinforce learning and offer ongoing assistance after the original training, follow-up activities should be held. This could involve offering access to extra resources or educational opportunities, coaching sessions, and post-training evaluations (Hronová & Špaček, 2021).

The evaluation of the whole training endeavor is the last stage of the training process (Lopez-Cabrales & Valle-Cabrera, 2020). Analyzing the feedback and assessment results, determining areas of strength and need, and modifying future training sessions as appropriate are all part of this process. Continuous evaluation enables the training process to adapt to changing needs and stay aligned with business goals. It is crucial for GrapView to see training as a strategic investment in the success of the company overall and the growth of its personnel. GrapView may boost performance, develop employee abilities, and promote a culture of lifelong learning and growth by using a methodical and thoughtful training procedure.

### 2.3.2 Training as a System

**Assessment of Training Needs:** The training system starts with a detailed analysis of both organizational and individual training requirements (Aburumman et al., 2020). Through techniques like surveys, performance evaluations, and feedback mechanisms, this entails detecting skill gaps, performance inadequacies, and future requirements.

**Training System Design:** The training system enters the design phase when the training needs have been determined. This entails identifying the learning objectives, picking the best training strategies (such as workshops, e-learning modules, or on-the-job training), and creating training materials that are specifically designed to achieve the desired learning results (Aburumman et al., 2020; Yahya & Tan, 2015).

**Delivery of Training Programs:** The delivery of training programs is included in the training system. In order to do this, training sessions must be planned, trainers or facilitators must be coordinated, the required tools and materials must be made available, and a positive learning atmosphere must be maintained (Aburumman et al., 2020). The delivery of the training may combine internal trainers, outside consultants, and internet tools.

**Training assessment:** To determine the efficacy of training programs, the training system includes assessment systems. This entails doing out pre- and post-training evaluations, obtaining participant input, and calculating the effect of training on worker performance and organizational outcomes (Aburumman et al., 2020; Lopez-Cabrales & Valle-Cabrera, 2020). Future training programs are informed by evaluation findings, which also help to pinpoint areas for development. Learning is a continuous process, and the training system is aware of this. It highlights the value of ongoing education and professional growth for staff members at all levels. This could be giving staff the chance to study on their own, encouraging them to attend conferences or workshops, or helping them pursue more education or certifications.

### 2.3.3 Importance of Training

Training gives employees the knowledge and skills they need to carry out their responsibilities successfully, which improves job performance, output, and work quality (Aburumman et al., 2020).

**Increased Employee Engagement:** Training initiatives show a company's dedication to its workers' professional development, which raises levels of motivation, engagement, and job satisfaction (Yahya & Tan, 2015). Effective succession planning and talent management are made possible by the training system, which makes it easier to identify and develop high-potential personnel for GrapView.

**Ability to Adapt to Technological Advancements:** In the fast-paced software sector, training makes sure that staff keep current on new developments, allowing them to adjust to shifting market trends and support innovation.

**Organizational Efficiency and Competitiveness:** A properly implemented training program boosts overall operational effectiveness, raises customer happiness, and bolsters GrapView's industry leadership.

### 2.3.4 Strategic Significance of Training

GrapView is essential in creating a trained and capable workforce. GrapView may improve employee performance, engagement, and organizational success by matching training programs with organizational goals, identifying training needs, planning efficient training interventions, and evaluating their effectiveness. A strong training program guarantees that staff members have the abilities to support GrapView's expansion and competitiveness in the fast-paced software sector.

### 2.3.5 Identify Strategic Training & Development Initiatives

A firm must conduct learning-related actions such as planned exercise and growth creativity to help it realize its business plan (Aburumman et al., 2020; Jawaad et al., 2019; Yahya & Tan, 2015).

1. Increasing the learning collection's income so that firms can offer more opportunities for learning than simply the outmoded workout program.
2. Upgrade the client space: Ensure that employees use creation and facility information Ensure that employees use services intended to interact with clients
3. Quicken the process of employee learning, which includes: Shorten the duration of the training program Facilitate access to the knowledge reserve on a need-based basis
4. Information about imprisonment: After information worker, jail vision and information Establish and stock information based on logic Offer tanning and development.

## **2.4 Customer Satisfaction**

Customer satisfaction is a critical factor in determining an organization's performance since happy consumers are likelier to show loyalty, spread good word of mouth, and make more purchases from the business (Azhar et al., 2021; Bag et al., 2022; Cho & Choi, 2021). In literature discovered that customer satisfaction was essential for maintaining competitive advantage since it had a favorable impact on customer loyalty and profitability (Gautam, 2021).

Most research indicates a strong positive correlation between HRM practices and client satisfaction (Bag et al., 2022). Customer satisfaction outcomes are improved when recruitment and selection, training and development, performance management, and employee engagement strategies are effective (Azhar et al., 2021). Companies prioritizing staff engagement and development and investing in HRM strategies aligning with customer-centric objectives are more likely to increase customer satisfaction (Cho & Choi, 2021). Customer satisfaction selected in this study as the dependent variable. Customer satisfaction is an instrument of a company's customers' level of satisfaction with its goods, services, or experiences. It can be evaluated through client surveys, comments, ratings, and other metrics that record clients' opinions and assessments of their interactions with the business.

The relationship between customer satisfaction and human resource management (HRM) practices has received much attention in the study literature. An effective HRM practices have a favourable effect on customer satisfaction outcomes (Azhar et al., 2021; Cho & Choi, 2021). A review of the literature is provided in this part for both the dependent variable, customer satisfaction, and the independent variable, HRM practices.

## 2.5 Research Hypothesis

The hypothesis is based on the assumption that effective HRM practices positively influence on customer satisfaction. Moreover, this the hypothesis drawn through literature that has been elaborated in the previous sections. Therefore, the study hypothesis (H1) has predicted by the past literature as the following relationship, which has tested by the empirical data in the analysis chapter.

**Hypothesis H1:** There is a positive and significant relationship between HRM practices and customer satisfaction.

## **Chapter Three: Methodology**

### **3.1 Introduction**

Methodology in research refers to the specific procedures or strategies utilized to locate, select, process, and evaluate information about a subject (Friedman, 2003; Tobi & Kampen, 2018). The methodological portion of the current investigation is to do an in-depth analysis of the overall validity and reliability of the research.

### **3.2 Study Design**

In this study quantitative study is conducted to get the statistical outcome to demonstrate the literature that hypothesis drawn (Ronchi, 2018). The research design is entail distributing formal survey questionnaires to clients and staff. These surveys were gathered the information on employee behaviours, HRM procedures, and customer satisfaction scores through physically to request them to participate the survey.

However, several tests have been conducted at the analysis chapter to finds the relationship between HRM practices and customer satisfaction. Therefore, the two basic analysis has evaluated of descriptive and inferential statistics. In the descriptive statistics explained the demography and inferential statistics conducted several tests such as exploratory factor analysis (EFA), reliability and validity test, correlation analysis, and regression analysis (Tobi & Kampen, 2018). Whereas, the two statistics are more reliable to finds the relationship between them (Finch & French, 2018; O'Brien, 2007; Ronchi, 2018; Toledo-Pereyra, 2012). The correlations between the variables can then be identified, along with the effects of HRM practices on customer satisfaction, using statistical approaches like correlation analysis, regression analysis, or structural equation modelling on the obtained data. By gathering quantitative data and in-depth insights from essential stakeholders, this technique enables a thorough knowledge of the complicated relationship between HRM practices and customer satisfaction (Gautam, 2021).

Therefore, the relationship between HRM procedures and client satisfaction can be researched using quantitative research methods. With this method, numerical data can be gathered and analyzed to find statistical patterns and relationships. Quantitative research can shed light on the

nature of the relationship and the efficacy of particular HRM initiatives in boosting customer satisfaction through HRM practices (Tobi & Kampen, 2018). In this study simple random sampling technique is selected because this sampling method is completely random eliminates any possibility of bias (Abutabenjeh & Jaradat, 2018; Williams, 2007). Additionally, confirming the fact and dependability of the employed survey instruments is critical. Therefore, statistical tool like SPSS has been used for data analysis, enabling rigorous statistical testing and interpretation. Indeed, using a quantitative research methodology, researchers can produce empirical proof of the link between HRM practices and customer satisfaction (Abutabenjeh & Jaradat, 2018). Eventually, this strategy offers a systematic and impartial way to assess how HRM practices affect customer satisfaction results, enabling generalization and comparison across various organizational contexts.

## **Chapter Four: Data Analysis**

## 4.1 Introduction

Through mathematical calculations and statistical testing, quantitative data analysis attempts to make sense of numerical data (Abutabenjeh & Jaradat, 2018). To assist in deciding more wisely, it aids in identifying trends, correlations, and patterns.

## 4.2 Descriptive Analysis

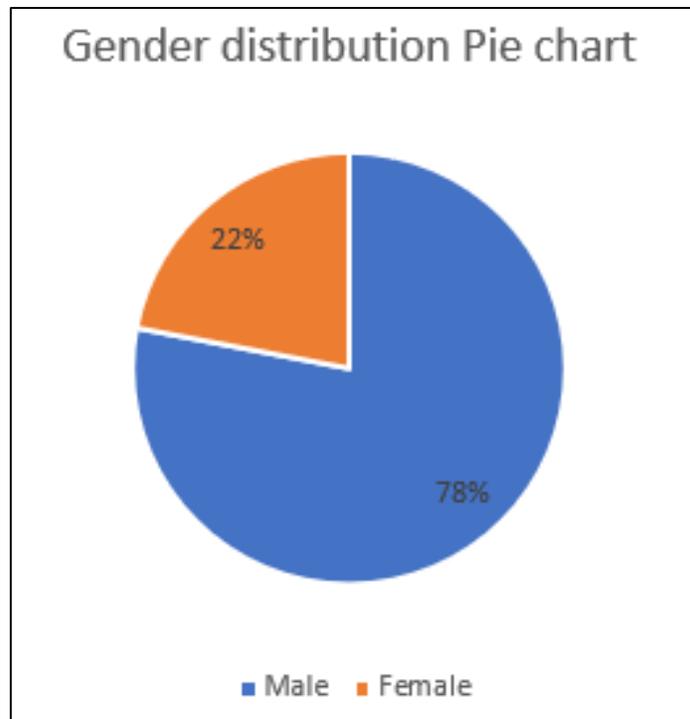
Descriptive statistics is used to enumerate and explain a dataset's key characteristics, such as its central tendency, variability, and distribution (Williams, 2007). These techniques summarize the data and assist in finding trends and connections.

**Table 1:** Gender Frequencies Statics

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Male	71	78.0	78.0	78.0
	Female	20	22.0	22.0	100.0
	Total	91	100.0	100.0	

Source: Survey data using SPSS

Gender distribution in a dataset is summarized in Table 1's gender frequency statistics and linked with figure 1. In this summarizes the gender frequencies in a dataset, giving the proportion of each gender category's population compared to the total, as well as how these percentages increase over time as you progress through the categories. This dataset contains 20 girls and 71 males, totaling 78.0% and 22.0% of the dataset, respectively, with no missing or erroneous data.



**Figure 1:** Gender frequency

### 4.3 Inferential Statistics

The discipline inferential statistics, employs analytical tools to make inferences about a population by analyzing survey samples (Abutabenjeh & Jaradat, 2018). To find out the following statistics such as EFA, Cronbach’s Alpha, Correlation, and Regression analysis accordingly.

#### 4.3.1 Exploratory Factor Analysis (EFA)

The main objective of EFA, a method used in factor analysis, is to discover the underlying correlations between the variables being measured (Watkins, 2018). The following table 2-3 shows in details Kaiser-Meyer-Olkin (KMO) and rotated component matrix.

**Table 2:** KMO statistics

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.732
Bartlett's Test of Sphericity	Approx. Chi-Square	378.796
	df	45
	Sig.	0.000

Source: Survey data using SPSS

Factor analysis is a statistical method used in data analysis to find underlying variables or dimensions in a dataset. The information in Table 2 refers to a factor analysis. Results for Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy are shown explicitly in this table. Typically, the KMO statistic falls between 0 and 1 (Stephanie Glen et al., 2016). Higher numbers show that the data lend themselves better to factor analysis (Ul Hadia et al., 2016). The KMO score in this instance is 0.732, which is only fair. KMO values greater than 0.7 are often regarded as appropriate for factor analysis (Stephanie Glen et al., 2016; Ul Hadia et al., 2016). This may indicate that the dataset has enough shared variance for factor analysis. The chi-square statistic is significant because the significance level (Sig.) is 0.000.

**Table 3:** Rotated component matrix

	Component	
	1	2
HRM P1	0.53	
HRM P2	0.71	
HRM P3	0.69	
HRM P4	0.82	
HRM P5	0.74	
CS1		0.76
CS2		0.78
CS3		0.68
CS4		0.87
CS5		0.83

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Source: Survey data using SPSS

Each of the measured variables HRM practices and customer satisfaction have demonstrated loadings over 0.5 and that strongly influences each Component (Watkins, 2018). Therefore, EFA allows further analysis such as reliability and validity tests.

### 4.3.2 Reliability and Validity Test

In statistics a validity is a measure's correctness, whereas reliability is its consistency and when the Cronbach's alpha 0.70 then it called desired value that allows to go in further analysis (Santos, 1999). However, the following table 4 shows the items scale consistency.

**Table 4:** Items-total statistics

	<b>Mean</b>	<b>Std. Deviation</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha</b>	<b>N</b>
HRM P1	3.71	0.98	0.41	0.79	91
HRM P2	3.87	0.98	0.61	0.73	91
HRM P3	3.70	0.96	0.51	0.76	91
HRM P4	3.63	0.98	0.66	0.71	91
HRM P5	3.81	0.96	0.64	0.72	91
CS1	3.19	1.00	0.37	0.80	91
CS2	3.07	0.89	0.57	0.75	91
CS3	3.55	1.03	0.57	0.74	91
CS4	3.58	1.06	0.65	0.71	91
CS5	3.74	0.99	0.66	0.71	91

Source: Survey data using SPSS

The above Table 4 displayed in different parameters that are explained below:

The respondents' mean scores ranged from 3.07 to 3.87 for each question. The standard deviation, which ranges from 0.80 to 1.03, measures each item's variability or spread in replies. Corrected Item-Total Correlation, the relationship between each item's score and the total score shows how closely each item relates to the entire construct. The range of values is 0.37 to 0.66. However, a Cronbach's Alpha, A metric for reliability in internal consistency. Higher levels suggest more reliability but at least 0.70 then the item become reliable (Santos, 1999), with values ranging from 0.71 to 0.80. therefore, the HRM practices and customer satisfaction all item is achieved more than 0.70 and it suggested that the items are reliable on the sample size is 91 (N). These numbers aid in evaluating the accuracy and dependability of the questions or items in questionnaires about HRM and customer satisfaction. Therefore, the items' internal consistency is generally moderate to high, and response variability is acceptable. Indeed, the reliability test allows to go in further analysis such correlation and regression analysis.

### 4.3.3 Correlation Analysis

Use correlation analysis to examine the connections between customer satisfaction and HRM practices (Hair et al., 2010). To ascertain the degree and direction of the correlations, compute the correlation coefficients (for example, Pearson's correlation) - Utilize statistical tests to determine the correlations' significance (Filzmoser et al., 2014; Hair et al., 2010). However, the degree of correlation between two variables is denoted by + 1 or -1 (Filzmoser et al., 2014). When one factor rises as the other rises, the correlation is positive; when one falls as the further rises, the correlation is negative.

**Table 5:** Correlations analysis between independent and dependent variables

		<b>HRM Practices</b>	<b>Customer Satisfaction</b>
<b>HRM Practices</b>	Pearson Correlation	1	0.469**
	Sig. (2-tailed)		0.000
	N	91	91
<b>Customer Satisfaction</b>	Pearson Correlation	0.469**	1
	Sig. (2-tailed)	0.000	
	N	91	91

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

Source: Survey data using SPSS

Among the 91 participants, the correlation analysis reveals a substantial positive link ( $r = 0.469$ ,  $p = 0.01$ ) between HRM practices and customer satisfaction. Therefore, it has demonstrated the correlation between independent and dependent variables are positively and statistically significant relationship between them. Eventually, the following analysis performed to test the study of central hypothesis that identified the study objective.

### 4.3.4 Regression Analysis

Regression analysis should be used to determine how HRM practices affect customer satisfaction. Analyze customer satisfactions using multiple regression to see how well HRM practices predict customer satisfaction. The results of the data analysis, including the descriptive statistics, correlation coefficients, and here regression coefficients are performed.

**Table 6: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	<b>.469<sup>a</sup></b>	.220	.211	.65455

a. Predictors: (Constant), HRM Practices

Source: Survey data using SPSS

In Table 6, the correlation coefficient, which is often referred to as the multiple correlation coefficient, is displayed by the symbol R (Barrett, 2020). It would appear that a value of 0.469 accurately indicates both the degree and the direction of the linear link that exists between the variable that acts as a predictor and the variables that are dependent on it in this particular instance. The value of the coefficient of determination, indicated in the R Square column as 0.220, indicates that predictor variables are responsible for approximately 22% of the variance in the variable being predicted (Barrett, 2020).

**Table 7: ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	10.736	1	10.736	25.060	<b>.000<sup>b</sup></b>
	Residual	38.130	89	.428		
	Total	48.867	90			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), HRM Practices

Source: Survey data using SPSS

In the Table 7, the ANOVA (analysis of variance) indicated that the relationship between predictor and dependent variable achieved statistically significant. Whereas, the p-value is 0.000 with a F-statistics that suggests the entire regression model identified.

**Table 8: Coefficients**

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	1.623	.366		4.430	.000
	HRM Practices	.481	.096	.469	5.006	.000

a. Dependent Variable: Customer Satisfaction

Source: Survey data using SPSS

In the Table 8, the information contained the coefficients linked with independent variable in the regression model. However, the standardized value beta is 0.469 that is HRM practices standard

deviation increased to the dependent variable. On the other, hand t-statistics is 5.006 which is greater than 1.96 at the level of p-value by less than 0.000 that statistically significant (Gelman et al., 2019). Therefore, the hypothesis demonstrated by the empirical data that was predicted by the theory. Eventually, the relationship between HRM practices and customer satisfaction established in both theory and empirically.

## **Chapter Five: Discussion and Conclusion**

## **5.1 Discussion**

The purpose of the current study was to look into the connection between customer satisfaction and HRM practices. It was determined through a thorough analysis of the literature that HRM practices have a significant impact on customer satisfaction. Regression analysis was used to analyze the quantitative data to gain insights into the mechanisms underlying the hypothesized associations. The results showed a strong and positive correlation between HRM procedures and customer satisfaction. According to the data, businesses that successfully adopt HRM practices, including employee empowerment, recognition, and training and development, are more likely to have happier customers. These HRM techniques help companies to raise customer satisfaction and loyalty by strengthening service quality, promoting great customer experiences, and improving staff engagement.

By presenting concrete evidence of the beneficial relationship, the study's findings add to the knowledge of HRM practices and customer satisfaction. The results emphasize the need for organizations to invest in employee development, empowerment, and recognition initiatives and highlight the significance of strategic HRM practices in organization's customer service strategies.

## **5.2 Conclusion**

This study supports the critical role that HRM practices play in raising customer satisfaction. The results underline how crucial it is for businesses to adopt sound HRM procedures to boost customer happiness, service quality, and staff engagement. Organizations can establish a healthy work environment and increase customer satisfaction by integrating HRM strategies with goals focused on the customer and spending money on employee training and development programs.

Overall, the study's findings offer helpful guidance for managers and practitioners in developing and putting into practice efficient HRM procedures to raise client satisfaction. Organizations may create more strategic and focused HRM interventions that increase customer experiences, loyalty, and organizational success by comprehending how HRM practices affect customer satisfaction and the underlying mechanisms.

### 5.3 Recommendations

The following suggestions are put out in light of the study's findings on improving customer satisfaction through HRM practices:

**Strengthen HRM Practices:** Organizations should prioritize putting into place efficient HRM procedures that directly affect customer satisfaction, like employee empowerment, training and development, and recognition programs. Organizations may increase staff engagement and service quality, which will increase customer happiness, by investing in these practices.

**Align HRM Strategies with Customer-Centric Goals:** Businesses need to match their HRM strategies with goals and objectives that are focused on the needs of their customers. The design and implementation of HRM should support the customer service tactics employed by the company practices. This coordination makes sure that HRM initiatives directly improve customer satisfaction.

**Promote a Positive Work Environment:** Businesses ought to foster a productive atmosphere that encourages worker satisfaction and participation. This can be done by giving employees the chance to grow and develop, by recognizing and rewarding their achievements, and by promoting a welcoming and inclusive atmosphere. Employees who are motivated and engaged are more likely to provide great customer service in a favorable work environment.

**Continuously Monitor and Assess HRM Practices:** Businesses should set up mechanisms to track and assess how well their HRM procedures improve client satisfaction. Regular evaluations can assist pinpoint problem areas, address new problems, and make the required adjustments to HRM programs. This guarantees that HRM practices continue to align with client demands and organizational goals.

**Promote Close Collaboration between HR and Customer Service teams:** HR and customer service teams must work closely together. To understand the needs, difficulties, and feedback of customer service teams, HR professionals should actively engage with them. Through this relationship, HR is able to create specialized HRM procedures that directly meet customer service needs and help to raise customer satisfaction.

**Invest in Technology and Automation:** Organizations should consider utilizing technology and automation to improve customer service delivery and streamline HRM operations. Tools like automated learning platforms, employee self-service portals, and data analytics can help organizations implement effective HRM procedures and gather information that will help them further increase customer satisfaction.

Therefore, organizations can effectively improve customer satisfaction through HRM practices by implementing these ideas. Recognizing that customer satisfaction is a continual process, businesses should periodically review and modify their HRM plans to accommodate shifting client demands and expectations.

#### **5.4 Limitations of the Study**

Although the study on improving customer satisfaction through HRM practices offers insightful information, it is crucial to recognize its limitations:

**Area:** The study's results and recommendations might only apply to the particular setting or sector of business where it was carried out. Customer dynamics and distinctive characteristics in various industries or organizational settings may have a different impact on how HRM practices, and customer satisfaction are related. As a result, care should be taken when extrapolating the findings to other situations.

**Design:** The study used a cross-sectional approach, which records data at a particular time. Because of this design, it is more difficult to establish a relationship between HRM practices and customer satisfaction and to define their temporal order. Experimental or longitudinal methods may offer more convincing proof of causation and better capture the evolution of the connection across time.

**Little Variability Scope:** The study examined only independent and dependent variables. While these elements are essential, additional elements, including service quality, organizational culture, and market conditions, may also impact customer satisfaction. To develop a more thorough hold of the factors influencing customer satisfaction, future studies might examine a broader range of variables.

**Sample Size and Sampling Bias:** The study's sample size may have statistical power and representativeness limits. The generalizability and reliability of the results would be improved by using a more prominent and representative sample.

However, recognizing these shortcomings opens up possibilities for future study to fill these gaps and advance knowledge of the connection between HRM practices and customer satisfaction.

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## 5.6 Appendix (Survey Questionnaires)

### Enhancing Customer Satisfaction through HRM Practices

*Instructions: Please indicate your level of agreement or satisfaction by selecting the most appropriate rating for each statement. Use the given scale:*

1. What is your gender?

- Male
- Female

**HRM Practices (HRM\_P):**

**HRM\_P1:** The training programs provided by the company are relevant to my job role and responsibilities.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**HRM\_P2:** The training programs have improved my ability to provide excellent customer service.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**HRM\_P3:** The company values and recognizes the importance of customer satisfaction in its training initiatives

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**HRM\_P4:** The performance expectations and goals set by my supervisor align with improving customer satisfaction.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**HRM\_P5:** My supervisor provides constructive feedback and guidance on how to enhance my customer service skills.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**Customer Satisfaction (CS):**

**CS1:** HRM practices in the organization contribute to enhancing overall customer satisfaction.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**CS2:** HRM practices effectively address employee concerns and issues related to serving customers.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**CS3:** HRM practices align employee goals and objectives with customer satisfaction targets.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**CS4:** HRM practices and impact on Customers satisfaction

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**CS5:** Proper human resource practices to enhance the customer satisfaction

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree