

# Impact of Nationality on Employees' Perception towards Human Resource Management Policies

Cherian Jacob<sup>1</sup> & Jacob Jolly<sup>2</sup>

<sup>1</sup> Department of Management, College of Business Administration, Abu Dhabi University, Abu Dhabi, UAE

<sup>2</sup> Department of Applied Sciences, College of Arts and Sciences, Abu Dhabi University, Abu Dhabi, UAE

Correspondence: Jacob Jolly, Department of Applied Sciences, College of Arts and Sciences, Abu Dhabi University, Abu Dhabi, UAE. E-mail: jollyjacob70@hotmail.com

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## Abstract

Globalisation has led to opening up avenues when it comes to business opportunities. Multinational Organizations nowadays tend to have a presence in various nations and also have a tendency to employ a diverse work force. Therefore the HR department has had to make a lot of changes in the way their organizations work culture is developed since they have to incorporate the views and culture of employees from diverse backgrounds. It is important to understand their views and to determine how the HRM policies affect them. This study delves into the concept of employee perceptions on various HRM policies from the perspective of one's nationality. A cross sectional survey and quantitative survey methodology was adopted for this study. The study determines that if individuals perceive certain practices in a positive light, then there's a very good chance that they will consider the rest of the HR practices with the same positive outlook and vice versa.

**Keywords:** workforce diversity, employee perception, HRM policies, employee satisfaction

## 1. Introduction

There are ample opportunities and disputes within business organizations due to the growth in the diversity at workplace (Milliken, 1996; Haile, 2012). Organizations which handled diversity effectively got huge benefits like increase in the production rates, huge rates of retention and also attained the ability to employ high-potential candidates (Loden and Rosenor, 1991; Morrison, 1992). The issue for organizations was not just to handle the diversity well by implementing better policies and rewarding suitable managerial behavior but also to focus attention on the employee's sense of discrimination (Sense, 2011). This was considered important due to the fact that the employees beliefs irrespective of being consistent with the reality, affected the behavior (Barak, Cherin, and Berkman, 1998; Eisenberger, Fasolo, and Davis-LaMastro, 1990; Stainback et al., 2010).

Due to the effect of international environment, there are lots of new roles for HR departments emerging in multinational corporations in line with the different HRM strategies for internationalization (Taylor, et al., 1996; Thite et al., 2012). It targets on designing and monitoring the execution of corporate HR policies mainly to the firm's higher management and expatriates at the corporate HR level. The most substantial issue faced by most of the organizations is the varying workforce. Workforce diversity is a statistic based factor seen in MNC firms and institutions in places all around the world (Little.eld 1995; Morosini 1998). Other business factors like the global competition and staying competitive are considered to be driving diversity into organizations, irrespective of the geographic location (Rochelle et al., 2012).

In theory, the most pioneering field in evaluating diversity is the international business field (Simons 1992). This diversity has grown because of the need to survive and succeed (Wright et al., 2002). Multinational corporations are made to formulate and enforce ideas which could drive them to get and hold on to diverse customer bases not within the country but throughout the world (Albert 1994; Fernandez 1993; Florkowski 1997; Norton and Fox 1997;Denker et al., 2008). It was also important to get hold of a diverse workforce that is similar to its diverse market.

### 1.1 Problem Statement

Employee's perception is very important when it comes to running an effective organization. Only by listening to the employees opinions and by reacting to them can an organization develop. Ineffective HRM polices contribute

to employees' perceptions of unfairness and they are more likely to consider leaving the organization. Today's multinational companies tend to have a diverse work force and this means that there are workers from different countries working for the organization. It is important to understand their views and to determine how the HRM policies affect them. Thus, the main aim of the current paper is to determine the relationship between the employees' perception and the Nationality of the employees. Keeping this in mind, the following hypothesis is formed:

### *1.2 Hypothesis*

H1: Nationality of employees has significant relationship with their perception towards HRM policies

### *1.3 Significance of the Study*

There is a major shift in today's economy wherein there is a modification of the work environment. A great deal of factors including globalization, emerging economies and changing nature of work force has resulted in the development of a wide range of challenges which result in the creation of new opportunities for people from different backgrounds to work in a common environment. When these changes are taken into consideration perception of the people with regards to their job profile and their job expectation is found to vary. With these changes, people's perceptions regarding their jobs are also changing. In this grow-or-die marketplace, the success of any organisation relies on its workforce. Satisfied and committed employees are the most significant assets of any organisation. However there are far too few studies that deal with the concept of employee perceptions on various HRM policies from the perspective of one's nationality. Therefore the current study will shed light on to this area.

## **2. Literature Review**

### *2.1 Human Resource Management and HR Policies*

According to Guest (1997), the peculiar thing about HRM was the presumption that better performance is accomplished through people in the firm. It is hence evident that Human resource management is required in all the management practices which either directly or indirectly related to the organization (Thite, 2012). Human resource management is considered as a strategic lever and also the source of affirmed competitive advantage (Wright, 2002). Henceforth, human resource management should be the main organizational strategy.

It deals with the philosophy concerning the organization, the way people should be managed and is not restricted to specific functions. Human resource management is dealt on congruity and dedication than submission and management (Delmotte, 2008). Between the gift day turbulent realities, there was a need to encourage trade specific human resource management policies and practices so as to be competitive and formulate a committed workforce. The function of the human resource manager is to be an accelerator, good in facilitation and co-ordination (Boselie, 2001). Guest et al (1997) debated on the evidence showed on HRM as by the number of HR practices in usage and the work, there was an absence of indication that greater application of HRM was always going to end up in better corporate performance. There existed a clear indication among good attitudes towards HR policies, satisfaction levels, driving force and obligations and also operational performance (Huselid, 1995).

The essential ingredient in joining people management to business performance is the various policies and its practice implementation, which necessarily meant that the HR policies were adopted. The above task was the first for line managers. There are other figures of variables which the human resource management should take seriously before executing policies for a diverse workplace (Guest, 2010). Some of the factors the HR policies will see to that are:

### *2.2 Factors Influencing Employees' Perception*

National culture is seen as a shared thought, feelings, value and norms that help people's behavior (Tayeb 1994). Though there is a difference in the culture among countries, few cultures are same while there is a slight difference in others. Phrases like culture novelties, culture gap and culture toughness are being used to explain the degree of variation among cultures (Black et al. 1991). Debating on the issue of 'cultural toughness' (Gullahorn and Gullaborn 1963), experts felt that the adjustment in the environment is felt by the culture novelties of the setting (Torbiorn 1982; Dinges 1983; Kreitz 2008).

In an article by Black et al. (1991), it was stressed that the higher the difference among two cultures, the harder it would be for the interactants to change, and the empirical proof confirmed the above point (Babiker et al., 1980; Gudykunst, 1985; Adler, 1991; Kreitz 2008). People with similar culture's showcased bigger attributional confidence and shared networks which lessened uncertainty and anxiety Gudykunst, (1985). There were also

investigations which showed that cultural similarity generated reciprocal opinions; people who are alike culturally liked each other (Brewer and Campbell, 1976; Rochelle et al., 2012). The different number of dimensions of the leading group's culture can have varying significance on the different employee's interaction changes.

Orientation to nature, power distance, space usage, uncertainty avoidance, language usage (verbal and body), masculinity-femininity, time concept, perception and individualism-collectivism are some of the famous cultural dimensions. These factors of cultural dimensions determine the employee's attitudes and behavior (Hofstede 1980, 1991), which have been recorded.

### *2.3 Race*

It has been acknowledged that race has a direct affect on the interpersonal interactions (e.g. Casas et al. 1987; Brigham 1971; Buriel and Vasquez 1982; Collier and Thomas 1988; Wilson and Lavelle 1990; Banerjee 2008 ). Research papers have suggested that in a social intercourse (Triandis 1972; Davies and Turner 1984; Cauthen et al. 1971) there is a need of high intimacy, there is a chance that some people will reject others based on race (Triandis and Davis 1965). Therefore some racial groups are alleged to be more helpful than others (Haarmann 1984; Furnham and Bochner 1986; Punetha et al. 1988; Segall et al. 1990; Wallace and Wimalatissa 1992; Lalonde and Cameron 1993; Hirsch and Lyons 2010).

The certain fact is that the empirical evidence showed people with various racial backgrounds tend to differ in the adjustment levels and experiences of a new environment (Furnham and Trezise 1981; Graham 1983; Punetha et al. 1988; Rubin and Smith 1990; Tanaka et al. 1994). Also, it showed that for an organizational set up, certain racial group's showcased discrimination during the selection, performance appraisal and promotion appraisal process (McIntire et al. 1980; Cox and Nkomo 1986; Jones 1986; Jackson et al. 1991; Greenhaus and Parasuraman, 1993; Huffman and Cohen 2004).

Even though race is a key factor in interpersonal interaction, the issue is not the actual race, but the way people interpret it (Hirsch and Kornrich, 2008). One commentator added that the real issue is not the usual skin color, but how it is interpreted, defined with a meaning and its significance through the interaction. The important thing is the pattern of relations which are followed, the way they are seen, the myths and presumptions which go along and define it (Figuroa 1984). Thus how people define or attach themselves to their race, and how others see it can strike interaction adjustment. The above factor happened due to the fact that race is being used as a source of social stratification between them (Triandis and Triandis, 1960; Meadows 1967; Figuroa 1984; Postiglione 1988; Maume and Sebastian 2007). Therefore it is evident that in addition to knowing the role of race in social interaction, the interpretation of the interactants, are highly determined by the ethnocentrism, stereotype and prejudice (Stening 1979).

### *2.4 Country of Origin*

Many experts have stressed on the importance of country of origin (Stening 1979; Collier 1989) in the context of interpersonal interaction (Triandis and Triandis 1960; Lalonde and Cameron 1993; Thite, 2004). They added that a stranger's intercultural feelings change with their country of origin (Dean and Popp 1990; Barker et al. 1991; Cui and Berg, 1991; Rose and Kumar 2004). The reason country of origin is applicable to the different employee's interaction adjustment can be seen in the meaning attached to being an immigrant from Russia, Cambodia, Germany, Vietnam, England, Ghana and Libya (Pudelko and Harzing, 2007).

Country of origin indicated the level of civilization, status, friendship or enmity and competence. The significance of country of origin in a level influenced the behavior and attitudes of parties to intercultural interaction. Like the awareness of race, influence of the diverse employee's country of origin is determined by ethnocentrism, stereotype and prejudice (Aumann & Ostroff, 2006).

The unimaginative figure the dominant group has on the diverse employee's country of origin can be determined by past experiences with similar background, colonial/imperial past and international relations (Ang et al., 2003). It has been noticed that people who hail from developing countries have a positive stereotype of the 'competencies' of people from the developed countries (Ferrari 1972; Kidder 1977; Adler 1991; Gooderham and Nordhaug 2011), while at the same time people who hail from the developed country possess negative stereotype of competencies from developing countries. (Marin and Salazar 1988; Segall 1990; Adler 1991). People who are apparently backward are more likely to be ignored and found less attractive than people who don't belong to the same group (Brewer and Campbell, 1976; Hirsch and Kmec 2009). The kinship which prevails or prevailed within their countries affected the members of the countries (Reigrotski and Anderson 1959; Salazar 1982; Marin and Salazar 1988; Sirkin et al., 2008). Researchers debated that if two groups are in conflict state, both hold an

idea of the other which differs in respect to the view they hold among themselves (Brogenbrenner, 1961).

At the same time, when two countries are found to have a gentle relationship, people in their countries possess positive attitude towards each other (Ogunlade, 1971). It was found in the study by Marin and Salazar (1988), which was on cross-national study among American countries, that conflicted countries people had negative ideas on each other (Sirkin et al., 2008). Also the intergroup theory and the research showed that the way and results of social intercourse can be determined by the prior knowledge and past experience within the group (Brewer and Campbell, 1976; Stephen and Stephen 1989; Pittam et al. 1990).

### *2.5 HRM Practice and Employee Work-related Perceptions*

According to the Human resource management model, a relationship exists between positive employee attitudes and the use of appropriate HRM practices (Meyer et al., 2004). However, this relationship is not widely acknowledged nor is it widely developed. There are various employee attitudes that arise out of HRM practices, according to (Guest, 1997, 2001). An example of this would be the levels of job satisfaction, which is a perception that depends on the HRM policies and practices (Guest, 2002; Ting, 1997). Furthermore, studies have also showed that high commitment levels on behalf of the workers is possible when appropriate HRM practices are used (Guest, 2002). Another example provided by (Guest, 2002), is the provision of opportunities for the workers to get in house training and career development opportunities will in turn benefit with the workers showing more commitment to the job. In addition to this, it improves retention and enables them to cope with change in the work environment (Guest, 2002; Gooderham and Nordhaug, 2011).

Organisational fairness is the term used to describe “the role of fairness as it directly relates to the workplace” and is concerned with “the ways employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables” (Moorman, 1991, p. 845). According to (Kurland and Egan, 1999; Greenberg, 1990), there are a number of factors that are related to HRM practices that influence the employee’s perceptions of bias and fairness (Marler and Fisher, 2012). According to a study by (Moorman, 1991), in places where there have been good HRM practices, the employee commitment levels were almost always seen to be high, however, in organizations where the HRM practices were deemed or perceived to be unfair, then those places showed decreased commitment levels from their employees (Janssen, 2000).

There are a number of studies that have delved into the relationship between HRM practices and their influence on the employee’s perceptions and the overall performance of the organization (Appelbaum et al., 2000; Arthur, 1994; Delaney & Huselid, 1996; Delery & Doty, 1996; Huselid, 1995; Pfeffer, 1998; Cardy et al., 2007). Good HRM practices that focus on the welfare of the workers and which are also committed to the betterment of the workers result in positive effects. According to (Kossek and Block, 2000), when the workers come to see that the HRM practices are being developed by keeping their welfare in mind, they will evaluate the practices in a more positive way than in traditional management philosophy based upon efficiency and control (Sanders et al., 2008).

### *2.6 Overall Perception of HR Effectiveness and Its Consequences*

Studies by (Appelbaum et al., 2000; Arthur, 1994; Delery & Doty, 1996; Pfeffer, 1998; Chang, 1999; Gartner & Nollen, 1989; Thite et al., 2012) show that factors such as formal training systems, internal promotions and appraisals are not the only practices that affect employee satisfaction and commitment, but also their perceptions of these practices (Wheeler et al., 2012). As mentioned above, employee perception relates to the workers perceptions on the various HR practices. The Fishbein model can be considered as the forerunner to the beliefs about an object shaping a person’s overall attitude (Fishbein, 1963). According to this model when an individual holds a belief towards more than one aspect of an object, the overall attitude is influenced by a summation of the product of each belief and evaluation regarding the belief. Fishbein’s model has been mainly used to explain customer attitudes towards a specific product or service (Fishbein, 1963; Gardner, 1985; Ryan & Bonfield, 1980).

## **3. Research Methodology**

A cross sectional survey and quantitative survey methodology was adopted for this study. The collection of information from the employees was carried out at the employee level. The employees from different nationalities were asked their opinion on perception towards HRM policies Employees from O&M Company were requested to complete the questionnaire. For those employees who were from different nationalities the questionnaire was translated into their local language. In order to ensure validity the translations were checked with language experts and expression of the translated items were discussed in order to ensure that there was no misunderstanding caused with respect to cultural differences. When individual employees were considered it was observed that employees who were chosen to undertake the study were those who had a minimum of one year

tenure period. This cut off value was considered because these employees would have had enough time to perceive the different HRM practices of their respective companies. The research did not contact any employees who worked in the company on a part time or probational basis as their conditions of employment are completely different from that presented by other regular employees.

Overall 4000 number of questionnaires was presented to the different employees, 3850 was collected thereby ensuring that there is a questionnaire response rate of 96.25%. The researcher would also like to note that the rate of response is directly associated with the willingness of the company and the willingness of the employees to take part in the study. The researcher used stratified random sampling.

The survey was taken up all employees who were interested in taking part in the study. In the study the researcher made use of large font size with questions presented by making use of a large amount of free spaces. This will ensure that the employees could easily read the questionnaire. The questionnaire was presented in a format which was fit into three pages. The structure was enabled in a manner that the entire process takes up a maximum of 15 mins (Dillman, 2000).

The sample population was identified from different organizations which were found to be made up of a large number of workers who were from different countries such as Sri Lanka, Bangladesh, certain Asian nations and Arabs. Institutional Ethical committee approval was obtained and informed consent was obtained from all participants before collecting the questionnaire. In order to ensure that the respondents presented opinion on an uniform scale measure like the Likert Scale. The Likert scale of “Very satisfied (5), Satisfied (4), Neutral (3), Dissatisfied (2), and Very dissatisfied (1)” was used to rank the qualities listed in the questionnaire.

### 3.1 Statistical Analysis

The statistical analysis of the data was done by SPSS (The Statistical Package for Social Sciences). Values were expressed as the mean  $\pm$  SD or percentages. One way ANOVA (for continuous variables) and the Chi-square test (for proportions) were used to test differences across the groups. The existence of significant relationships between the independent variable and dependant variable is determined by using the bivariate and multivariate analysis models (Step wise regression analysis). The relationship was deemed to be significant if the p value was less than or equal to 0.05.

## 4. Results of the Study

Table 1. ANOVA table of employees perception based on their nationality

Characteristic	Source	Sum of squares	DF	Mean square	F	P
Recruitment and Selection	Between groups	98.3	3	32.7	29.8	0.000
	Within groups	842.2	766	1.1		
	Total	940.6	769			
Training and Development	Between groups	867.7	3	289.2	64.6	0.000
	Within groups	3428.8	766	4.4		
	Total	4296.5	769			
Promotion and Transfer	Between groups	26.1	3	8.6	7.0	0.000
	Within groups	950.6	766	1.2		
	Total	976.7	769			
Salary Structure	Between groups	20.7	3	6.9	5.2	0.001
	Within groups	1017.1	766	1.3		
	Total	1037.9	769			
Supervision	Between groups	5.9	3	1.9	2.1	0.100
	Within groups	726.8	766	0.9		
	Total	732.7	769			
Communication	Between groups	29.3	3	9.7	15.9	0.000
	Within groups	470.2	766	0.6		
	Total	499.5	769			
Accident and Safety	Between groups	59.2	3	19.7	18.6	0.000
	Within groups	810.7	766	1.0		
	Total	869.9	769			

Grievance Settlement	Between groups	11.3	3	3.7	3.9	0.008
	Within groups	728.2	766	0.9		
	Total	739.5	769			
Working Condition	Between groups	75.0	3	25.0	33.7	0.000
	Within groups	566.7	766	0.7		
	Total	641.7	769			
Labour Welfare Facilities	Between groups	44.9	3	14.9	17.4	0.000
	Within groups	656.3	766	0.8		
	Total	701.2	769			
Workers Participation	Between groups	7.8	3	2.6	2.6	0.018
	Within groups	592.7	766	0.7		
	Total	600.5	769			
Multi-cultural Environment	Between groups	73.6	3	24.5	28.2	0.000
	Within groups	664.6	766	0.8		
	Total	738.2	769			

Table 1 provides the ANOVAs results that were carried out on the data gathered from the various employees in different nationalities. The ANOVA analysis clearly indicates that there exists a strong and significant relationship when it comes to the perceptions of the employees from different nationalities towards the HRM policies. Factors such as Recruitment and Selection (Mean = 32.7, F = 29.8, P = 0.000), Training and Development (Mean = 289.2, F = 64.6, P = 0.000), Promotion and transfer (Mean = 8.6, F = 7.0, P < 0.000), Salary structure (Mean = 6.9, F = 5.2, P = 0.001), Communication (Mean = 9.7, F = 15.9, P = 0.000), Accident and safety (Mean = 19.7, F = 18.6, P = 0.000), Grievance settlement (Mean = 3.7, F = 3.9, P = 0.008), Working condition (Mean = 25.0, F = 33.7, P = 0.000), Labor welfare facilities (Mean = 14.9, F = 17.4, P = 0.000), Workers participation (Mean = 2.6, F = 2.6, P = 0.018) and Multi cultural environment (Mean = 24.5, F = 28.2, P = 0.000) all show a lot of variation when it comes to perceptions on various HRM policies among employees of different nationalities.

From the table it is clearly evident that Recruitment and Selection, Training and Development, Promotion and Transfer, Salary Structure, Communication, Accident and Safety Measures, Grievance Settlement Procedures, Working Conditions, Labour Welfare Facilities, Workers Participation in Management and Multi-Cultural Environment showed significant ( $p < 0.05$ ) association with nationality. The one factor that did not show any correlation in relation to the nationality of the workers was 'Supervision'. In other words, the F value at (3,766) degrees of freedom described in Table 1 except supervision are greater than the table value at 5 percent level of significance. Thus it can be determined that the variables are highly significant and influence the perceptions of the workers.

Table 2. Multivariate analysis of different factors

Characteristics	$\beta$ value	P value
Perception towards Recruitment and Selection Procedures	2.5854	$p < 0.01$
Perception towards Training and Development Programmes	6.3508	$p < 0.01$
Perception towards Promotion Policies	3.0811	$p < 0.01$
Perception towards Wage Policy	2.6837	$p < 0.01$
Perception towards Working Conditions	4.1793	$p < 0.01$
Perception towards Supervision	2.9128	$p < 0.01$
Perception towards Communication System	1.8500	$p < 0.01$
Perception towards Labour Welfare Facilities	2.9656	$p < 0.01$
Perception towards Accidents and Safety Measures	4.1689	$p < 0.01$
Perception towards Grievances Settlement Procedures	3.0974	$p < 0.01$
Perception towards Workers Participation in Management	3.4479	NS
Perception towards Multicultural Environment	3.0337	NS

Table 2 provides the Multivariate results that were carried out on the data gathered from the various employees in different nationalities. The Multivariate analysis clearly indicates that there exists a strong and significant relationship when it comes to the perceptions of the employees from different nationalities towards the HRM

policies. Almost all the factors showed a high beta value and also showed a high level of significance when it comes to the satisfaction and perceptions of the employees from different nationalities towards the HRM policies. The only exception was in the case of workers satisfaction when it comes to participation in management and their perception towards the multicultural environment.

Table 3. Bivariate analysis of different factors

Characteristics	P value
Perception towards Recruitment and Selection Procedures	Significant
Perception towards Training and Development Programmes	Significant
Perception towards Promotion Policies	Significant
Perception towards Wage Policy	Significant
Perception towards Working Conditions	Significant
Perception towards Supervision	Significant
Perception towards Communication System	Significant
Perception towards Labour Welfare Facilities	Significant
Perception towards Accidents and Safety Measures	Significant
Perception towards Grievances Settlement Procedures	Significant
Perception towards Workers Participation in Management	Significant
Perception towards Multicultural Environment	Significant

Table 3 provides the Bivariate results that were carried out on the data gathered from the various employees in different nationalities. The Bivariate analysis clearly indicates that there exists a strong and significant relationship when it comes to the perceptions of the employees from different nationalities towards the HRM policies. This part analyses the significant relationship between nationality and the perception of the employees towards HRM policies in this organization with the use of Bivariate Analysis. These organizations have a very diverse workforce (from Bangladesh, Sri-Lanka, Arabs and other Asian Countries) and the results clearly determine that nationality does influence an individuals perceptions significantly.

It can also be determined clearly from table 3 that employees from Bangladesh showed a negative attitude towards Working Conditions, Labour Welfare Facilities, Accidents and Safety Measures, Grievance Settlement Procedures and Multi-cultural Environment and a positive attitude towards Recruitment and Selection, Training and Development, Promotion and Transfer, Salary Structure, Supervision, Communication and Workers Participation in Management.

## 5. Discussion

It is quite evident that when it comes to employee's perceptions of individual HR practices, there are certain strong and positive relationships. According to (Appelbaum et al., 2000; Arthur, 1994; Kossek & Block, 2000; Pfeffer, 1998), there are a number of positive effects that arise from having strong, positive and committed HR management practices and these effects have been widely researched and discussed. However, when it comes to factors that connect employee's attitudes with the HR practices, there is a gap in the available research. The current paper examined the construct of nationality on employee's perceptions of the various HRM policies.

When we take into consideration that the employee's overall perceptions have a high degree of correlation with regards to the various HR practices, then the results appear to be consistent with assertions on information processing, according to (Lord, 1985). Thus it can be stated that an individual's perceptions when it comes to certain practices may be used as a guide to understand or determine how that person is going to relate to other practices. Since employees are exposed to a variety of HR practices, understanding their perceptions when it comes to work will greatly help us in understanding how the HR practices influence or impact the employee's attitudes. This information would have a lot of practical implications in the case of managers. The strong correlation between employee perceptions and HR practices indicate that if individuals perceive certain practices in a positive light, then there's a very good chance that they will consider the rest of the HR practices with the same positive outlook. For example, incorporating a system wherein the employees can make suggestions would greatly contribute to increasing the positive attitudes of the workers if managed properly. However, this is a two edged sword because if the workers for any reason come to believe that the system is ineffective, then there is a risk that they will consider all the systems and practices or policies that the HRM makes are also equally

ineffective. Therefore, managers will have to consider the interrelatedness of employee perceptions of diverse HR practices, even when they are focusing on a single practice.

Thus, it is important that the managers interpret the results in a correct manner. The management could use that information as if they know that the employees actually perceive them in a positive light, then their efforts to come up with more policies and practices will reduce a lot.

## 6. Vision for the Future

The current study measured the HR practices from an organizational level. However, it is rare that any organizations HR practices are applied equally throughout the organization and among all the employees in an equal manner, and therefore variances within an organization may influence employee's perceptions. However all that was not taken into consideration in the current study. Thus it would be better for future studies to examine the implementation at a business unit level or divisional level as it would provide more powerful explanations of the determinants of employees' overall perception.

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### Appendix. Multivariate Analysis

Regression Analysis for the factors associated with the Satisfaction in Recruitment and Selection Procedures

Characteristics	Exp( $\beta$ )
Constant	2.5854***
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	0.8086
Arab Countries	0.9071
Others	0.5267**

Significance: \* p<0.1; \*\* p<0.05; \*\*\* p<0.01

Regression Analysis for the Factors Associated with the Satisfaction in Training and Development Programmes

Characteristics	Exp( $\beta$ )
Constant	6.3508***
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	0.2627***
Arabs	1.2739
Others	0.4041*

Significance: \* p<0.1; \*\* p<0.05; \*\*\* p<0.01

## Regression Analysis for the Factors Associated with the Satisfaction in the Promotion Policies

Characteristics	Exp( $\beta$ )
Constant	3.0811***
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	1.4077**
Arab Countries	1.3755
Others	1.0220

Significance: \* p&lt;0.1; \*\* p&lt;0.05; \*\*\* p&lt;0.01

## Regression Analysis for the Factors Associated with the Satisfaction in the Wage Policy

Characteristics	Exp( $\beta$ )
Constant	2.6837***
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	1.2074
Arabs	2.5007**
Others	1.5111

Significance: \* p&lt;0.1; \*\* p&lt;0.05; \*\*\* p&lt;0.01

## Regression Analysis for the Factors Associated with the Satisfaction in the Working Conditions

Characteristics	Exp( $\beta$ )
Constant	4.1793***
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	0.5517***
Arab Countries	0.8664
Others	0.6182**

Significance: \* p&lt;0.1; \*\* p&lt;0.05; \*\*\* p&lt;0.01

## Regression Analysis for the Factors Associated with the Satisfaction in the Supervision.

Characteristics	Exp( $\beta$ )
Constant	2.9128***
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	0.7967*
Arabs	0.3960**
Others	0.6236**

Significance: \* p&lt;0.1; \*\* p&lt;0.05; \*\*\* p&lt;0.01

## Regression Analysis for the Factors Associated with the Satisfaction in the Communication System

Characteristics	Exp( $\beta$ )
Constant	1.8500***
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	1.3872***
Arab Countries	0.5713**
Others	0.9648

Significance: \* p&lt;0.1; \*\* p&lt;0.05; \*\*\* p&lt;0.01

## Regression Analysis for the Factors Associated with the Satisfaction in the Labour Welfare Facilities.

Characteristics	Exp( $\beta$ )
Constant	2.9656***
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	1.3560**
Arabs	0.3137**
Others	0.8065

Significance: \* p&lt;0.1; \*\* p&lt;0.05; \*\*\* p&lt;0.01

## Regression Analysis for the Factors Associated with the Satisfaction in the Accidents and Safety Measures

Characteristics	Exp( $\beta$ )
Constant	4.1689***
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	0.8262
Arab Countries	0.2073***
Others	0.6016**

Significance: \* p&lt;0.1; \*\* p&lt;0.05; \*\*\* p&lt;0.01

## Regression Analysis for the Factors Associated with the Satisfaction in the Grievances Settlement Procedures

Characteristics	Exp( $\beta$ )
Constant	3.0974***
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	0.9073
Arabs	0.4326**
Others	0.6824

Significance: \* p&lt;0.1; \*\* p&lt;0.05; \*\*\* p&lt;0.01

## Regression Analysis for the Factors Associated with the Satisfaction in the Workers Participation in Management

Characteristics	Exp( $\beta$ )
Constant	3.4479
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	1.6331***
Arab Countries	1.8102
Others	1.2537

Significance: \* p&lt;0.1; \*\* p&lt;0.05; \*\*\* p&lt;0.01

## Regression Analysis for the Factors Associated with the Perception towards the Multicultural Environment

Characteristics	Exp( $\beta$ )
Constant	3.0337
<b>Nationality</b>	
Bangladesh	1.0000
Sri Lanka	0.5030***
Arabs	1.3094
Others	0.4855***

Significance: \* p&lt;0.1; \*\* p&lt;0.05; \*\*\* p&lt;0.01