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Abstract

The study examined the effect of human resources policies on employee satisfaction in a case study of Loblaw Companies Limited in Canada. The study used an explanatory research design. The basis for using the design was to examine the relationship between the variables. The target population were employees from Loblaw Companies Limited. The study used purposive sampling to get the sample size of 289 employees. The study used questionnaires to collect the data. The analysis of the data was done using descriptive and inferential statistics. It was found that HR Policies are positively and significantly related to employee satisfaction ($\beta=0.841$, $p=0.028$). The study concluded that human resource policies are positively and significantly related to employee satisfaction. HR policies are the foundation of optimal utilization, management, workers' job satisfaction, and performance. A properly organized and adequate HR policy boosts employee job satisfaction and hard work in the firm. It also improves efficiency, motivates employees, and boosts employee performance. HR policies ensure that every employee of an organization is looked after, their needs are respected and proper benefits are available for their work. HR policies help address employee complaints, problems and grievances and outline how to solve them appropriately. The study recommended that firms develop methods for equitable and proper employee compensation. Managers should create appealing incentive programs. The management should always look for mechanisms that significantly increase employee happiness and performance. Sound human resource policies help build employee motivation and loyalty. This is especially true when the policies reflect established principles of fair play. The HR policies should guide how employees should behave in the workplace and how management handles issues such as complaints.

Keywords: *HR policies, employee satisfaction, Loblaw Companies Limited, Canada*

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1.0 Introduction

HR policies and processes are the foundation of any firm (Swanson, 2022). These include all the information regarding the treatment of workers in the firm and assist workers in recognizing the firm's culture. Because of its dedication to the company, an organization's human resource is considered a valued and competitive advantage over its competitors; it is employed as a strategic tool to broaden its marketplace and grow its market share. Any firm's competitiveness relies on HR policies and practices that affect employee job satisfaction (Kalyanamitra, Saengchai & Jernsittiparsert, 2020). Job satisfaction is doing the job the worker enjoys, performing it effectively, and receiving recognition for their efforts. Job satisfaction also means excitement and joy in employees' work. Job satisfaction is important in getting acknowledgement, salary, promotion, and other goals that lead to a sense of contentment.

Organizations face a turbulent business environment with high human resource acquisition and optimization. Because human resources are important and rare, they are regarded as a strategy for long-term competitive advantage. Trost (2020) noted that human resources are a company's only strategic tool which its competitors cannot use; thus, an organization's success depends on skilled, motivated, and satisfied employees. HRM policies are the foundation of any organization's best utilization, management, employee job satisfaction, and performance (Mahmood, Akhtar, Talat, Shuai & Hyatt, 2019). When an organization's personnel are happy with their jobs, the firm may easily attain its goals. Firms understand their workers' value, put an incentive/reward system, and develop methods that take care of equitable and proper compensation for their workers. Managers should create appealing incentive programs and tactics easily understood by workers and established in the firm's culture to retain productive staff.

Human Resource Policies include the hiring policies, methods, and guidelines, such as how job descriptions are generated, openings are advertised, new workers are vetted, and jobs are given, and what is the firm's policy is on employing relatives (Saeed, Afsar, Hafeez, Khan, Tahir & Afridi, 2019). The forms of employment the firm supports, like regular full-time, regular part-time, consultant, temporary, or other, and if these categories are eligible for full, partial, or no benefits. The situations under which the firm hires employees include employment at will and equal employment opportunity. Policies governing external employment, disability accommodation, overtime, conflicts of interest and termination can be included in work terms. Other employment regulations cover other working circumstances, such as, but not restricted to, a probationary term, personnel information, and personnel file management (Dattaraju, 2020).

Aggarwal, Sadhna, Gupta, Mittal and Rastogi (2022) argued that organizational HR policies clearly outline employee pay and other benefits rules; it shows what employees are eligible for in terms of compensation and benefits like salary administration. Policies cover wage scale information, the rationale for calculating salaries, and income rise requirements (Saks, 2022). There are benefits like health insurance or medical compensation, employees' compensation insurance, death benefits, pension/retirement plans, professional development benefits, termination pay and bonuses. The management should always look for mechanisms that significantly increase employee happiness and performance.

Job satisfaction is an attitude that comes from integrating and summarising numerous particular likes and dislikes experiences with the job (Huang, 2019). Job satisfaction is also the good

emotional state that a person feels due to their work experience. It refers to people's attitudes, sentiments, and opinions about their organization, work, and coworkers. Positive and favorable job attitudes represent job satisfaction, whereas negative and unfavourable job attitudes represent job unhappiness (Joanna & Jerzy, 2020). Hence employee job satisfaction is the level of satisfaction related to the job. Job satisfaction indicates how employees feel about their jobs and define how satisfied they are with their jobs. Employee satisfaction is also linked to an improvement in the organization's output. Employee job satisfaction is critical to an organization's success. Contented employees are more likely to be focused on their organizations and to work and deliver at a higher level. Employee job satisfaction gives important indicators regarding the firm's health and performance and information on where improvements can be made (Raj, Nijjer, Ongsakul & Singh, 2019). Managers should understand how employees feel and view their working environment to create effective human resource policies and realize the best from them.

2.0 Literature Review

Jawaad, Amir, Bashir and Hasan (2019) performed a study to determine the influence of HR policies on employee job satisfaction in processing firms. The study's general goal was to investigate the association between HR policy and employee job satisfaction in processing firms in Pakistan. The way reward policies, training and development policies, promotion policies, and occupational health and safety policies affect employee work satisfaction. The descriptive approach was utilized in gathering data from participants since it makes sure a thorough description of the condition, ensuring that there is minimal bias in data gathering and interpretation. The top administration, HR officers, and overall staff were among those targeted. The questionnaires and interview guides were utilized to obtain primary data for the study. The research found that human resource policies have an impact on employee job satisfaction, as evidenced by most of participants who agreed that HR policies influence employee job satisfaction. According to the research findings, employee satisfaction may be judged by their dedication to organizational goals, performance, absenteeism, and turnover. The research's key suggestions were for companies to understand the value of their workers and place in incentive system and to develop methods that take care of equitable and proper compensation for their workers. Managers should create an appealing incentive programs and tactics that are easily understood by workers and established in the firm's culture in order to retain productive staff. Employees should be given fair and enough promoting opportunities in order to maximize job satisfaction and efficiency in work performance. Managers should include diversity to worker's existing activities and skills in health and safety management to enable them to take part in decision making when managing health and safety tasks.

Ling, Ning, Chang and Zhang (2018) conducted a study to examine the effect of HR policies and procedures on employee job satisfaction at port trusts. The study included 500 employees from V.O.Chidambaranar Port Trust and 250 employees from Chennai Port Trust. They were chosen using the proportionate random sampling approach. The mean, standard deviation, and t-test were among the statistical methods used by the researcher. Saputra and Mahaputra (2022) performed research to examine the disparities in human resource policies and work satisfaction among Kannur International University's indigenous and expatriate staff (KIU). The researcher used a case study and causal comparative research methodology to collect data from a sample of 254 respondents via self-administered questionnaires. The data was examined with the SPSS,

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specifically means and the independent t-test. The research found a small difference in HR policies between KIU's indigenous and expatriate academic staffs. Moreover, there were substantial variations in job satisfaction between the two groups, favoring the expatriate teaching staff. It was ascribed to variance in the incentive policy, concluding that, while the HR policies at KIU differ marginally between indigenous and expatriate teaching staff, work satisfaction differs significantly, which can be related to differences in the university's reward systems. As a result, the study suggests that university administration streamline its rewards program in order to foster a sense of equity and fairness among its teaching staffs. This will boost job satisfaction among indigenous teaching personnel that will improve the overall performance at the university.

Khan, Yusoff, Hussain and Binti Ismail (2019) researched the effect of HR policies on employee job satisfaction. Certain actions are required for employee job satisfaction policies, such as working environment, departmental cooperation, teamwork, retention, promotion policies, grievances handling, and so on. All of this contributes to employee job satisfaction. If the employees are satisfied, the production rate will undoubtedly be high. In other words, if job satisfaction is lacking, the organization will undoubtedly suffer. It is the responsibility and desire of both management and employees to ensure that employees work in a happy environment since relationships with management can either enhance or minimize productivity and create or prevent stress and fatigue.

Gürbüz (2019) noted that HR policies are the ones that are associated with the firm's theory and modulation that they use in a legal property to come across a set of policies like training, recruiting, wage policies, and prospective selection. It is impossible to characterize the organization's success and legal acknowledgment without providing employees with adequate knowledge or information about the company's rules. The research aims to comprehend the effect of HR policies in the telecommunication business and to identify various organizations that fall under the purview of telecommunication industry HR policies and strategies. The goal was to examine the impact of HR rules on their performance in the telecommunication industry. When a scenario arises, the HR department makes sure that the HR processes do not interfere with the worker's obligations, which fosters a positive relationship between the HR manager and the worker. In the telecommunication industry, a good working environment in firms was being prioritized, and most of employees were aware of the HR policies of various firms, the policies in the firm lead to the anticipated outcomes, and well preparation and execution of HR policies was discovered to determine the worker's level of fulfillment.

Garmendia, Elorza, Aritzeta and Madinabeitia-Olabarria (2021) reported that Ningbo Port is among the busiest ports globally and the largest ports in China, but it is experiencing competition from other ports, particularly Shanghai port, which can release goods and commodities in a short period of time without stock congestion. The China Ports current difficulties include cargo overstock due to the result of poor performance of cargo department personnel. The study looked into the role of HR policies like training and development, incentives, job evaluations, social support, recruiting and selection, worker relation and empowerment, and worker contentment in worker performance. The research sought to examine if HRM policies have a direct effect on worker performance or whether worker job satisfaction has an effect on worker performance to solve the problem. The research evaluated the data of 412 China Port authority workers and found a significant positive relation between HRM policies and worker performance. Moreover, the

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research discovered a relationship between employee work happiness and worker performance. Furthermore, the research discovered an insignificant association between HRM policies and employee work happiness but found no substantial function of worker job satisfaction in mediating the association between HRM policies and worker performance.

Elrehail, Harazneh, Abuhjeeleh, Alzghoul, Alnajdawi and Ibrahim (2019) researched the effect of HR policies on employee job satisfaction. Six components of HR policy, including career growth, staffing, training and development, performance appraisal, rewards, and workers interactions, were assessed against job satisfaction in the cross-sectional study. The study included 150 participants, both academic and non-academic employees from The Canadian Teachers Federation. The research’s goals were addressed utilizing correlation and regression analysis, and the findings are reported using descriptive statistics. All 6 components of HR policies were positively associated to job satisfaction, with training and development having the greatest impact. Suggestions for additional research on how to boost employee job satisfaction are provided.

3.0 Research methodology

The study used an explanatory research design. The basis for using the design was to examine the relationship between the variables. The target population were employees from Loblaw Companies Limited. The study used purposive sampling to get the sample size of 289 employees. The study used questionnaires to collect the data. The analysis of the data was done using descriptive and inferential statistics. The presentation of the data was done using the Tables.

4.0 Research Findings

The research findings are summarized in Tables.

4.1 Correlation Analysis

The results presented in Table 1 show the correlation analysis

Table 1: Correlation Analysis

		Employee Satisfaction	HR Policies
Employee Satisfaction	Pearson Correlation	1.000	
	Sig. (2-tailed)		
HR Policies	Pearson Correlation	.212**	
	Sig. (2-tailed)	0.000	0.000

The correlation results from Table 1 show that HR Policies were positively and significantly associated with employee job satisfaction ($r=.212, p=.000$). This concurs with Gürbüz (2019), who reported that a good working environment in firms when prioritized, most employees are aware of the HR policies of the firm and the policies in the firm lead to the anticipated outcomes, and well preparation and execution of HR policies determines the worker's level of satisfaction. HR policies and processes are the foundation of any firm (Swanson, 2022). These include all the information regarding the treatment of workers in the firm and assist workers in recognizing the firm's culture.

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Because of its dedication to the company, an organization's human resource is considered a valued and competitive advantage over its competitors; it is employed as a strategic tool to broaden its marketplace and grow its market share. Any firm's competitiveness relies on HR policies and practices that affect employee job satisfaction (Kalyanamitra, Saengchai & Jermstiparsert, 2020). Job satisfaction is doing the job the worker enjoys, performing it effectively, and receiving recognition for their efforts. Job satisfaction also means excitement and joy in employees' work. Job satisfaction is important in getting acknowledgment, salary, promotion, and other goals that lead to a sense of contentment.

4.2 Regression Analysis

This section includes model fitness, analysis of variance and regression of coefficient. The findings presented in Table 2 show the model fitness

Table 2: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.212a	0.265	0.187	0.012028

The results from Table 2 indicate that HR Policies were satisfactory in explaining employee job satisfaction. This was supported by the coefficient of determination, also known as R square, of 0.265. This indicates that HR Policies explain 26.5% of the variations in employee job satisfaction. Job satisfaction is an attitude that comes from integrating and summarizing numerous particular likes and dislikes experiences with the job (Huang, 2019). Job satisfaction is also the good emotional state that a person feels due to their work experience. It refers to people's attitudes, sentiments, and opinions about their organization, work, and coworkers. Positive and favorable job attitudes represent job satisfaction, whereas negative and unfavorable job attitudes represent job unhappiness (Joanna & Jerzy, 2020). Hence employee job satisfaction is the level of satisfaction related to the job. Job satisfaction indicates how employees feel about their jobs and define how satisfied they are with their jobs. Employee satisfaction is also linked to an improvement in the organization's output. Employee job satisfaction is critical to an organization's success. Contented employees are more likely to be focused on their organizations and to work and deliver at a higher level. Employee job satisfaction gives important indicators regarding the firm's health and performance and information on where improvements can be made (Raj, Nijjer, Ongsakul & Singh, 2019). Managers should understand how employees feel and view their working environment to create effective human resource policies and realize the best from them.

Table 3: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.48	1	10.48	232.44	.000b
	Residual	12.94	287	0.05		
	Total	23.42	288			

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The result in Table 3 shows that the overall model was statistically significant. The findings show that employee job satisfaction is good predictor in explaining the HR Policies among the firms in Ontario, Canada. This was supported by an F statistic of 232.44 and the reported p-value of 0.000 which was less than the conventional probability significance level of 0.05. Trost (2020) noted that human resources are a company's only strategic tool that its competitors cannot use; thus, an organization's success depends on skilled, motivated, and satisfied employees. HRM policies are the foundation of any organization's best utilization, management, employee job satisfaction, and performance (Mahmood, Akhtar, Talat, Shuai & Hyatt, 2019). When an organization's personnel are happy with their jobs, the firm may easily attain its goals. Aggarwal, Sadhna, Gupta, Mittal and Rastogi (2022) argued that organizational HR policies clearly outline employee pay and other benefits rules; it shows what employees are eligible for in terms of compensation and benefits like salary administration. Policies cover wage scale information, the rationale for calculating salaries, and income rise requirements (Saks, 2022). There are benefits like health insurance or medical compensation, employees' compensation insurance, death benefits, pension/retirement plans, professional development benefits, termination pay and bonuses.

Table 4: Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.491	0.008		6.14	0.094
HR Policies	0.841	0.352	0.845	2.39	0.028

Based on the results presented in Table 4, it was noted that HR Policies was positively and significantly related to employee satisfaction ($\beta=0.841$, $p=0.028$). This was supported by a calculated t-statistic of 2.39, which is larger than the critical t-statistic of 1.96. This result implies that when the efficiency in the HR Policies improves by one unit, employee job satisfaction in Ontario will increase by 0.841 units while other factors that influence employee job satisfaction are held constant. Khan, Yusoff, Hussain and Binti Ismail (2019) articulated that if the employees are satisfied, the performance rate will undoubtedly be high and if job satisfaction is lacking, the organization will undoubtedly suffer, so it is the responsibility of both management to ensure that employees work in a happy environment since relationships with management can either enhance or minimize productivity and create or prevent stress and fatigue. HR policies and processes are the foundation of any firm (Swanson, 2022). These include all the information regarding the treatment of workers in the firm and assist workers in recognizing the firm's culture. Because of its dedication to the company, an organization's human resource is considered a valued and competitive advantage over its competitors; it is employed as a strategic tool to broaden its marketplace and grow its market share. Any firm's competitiveness relies on HR policies and practices that affect employee job satisfaction (Kalyanamitra, Saengchai & Jermisittiparsert, 2020). Job satisfaction is doing the job the worker enjoys, performing it effectively, and receiving recognition for their efforts. Job satisfaction also means excitement and joy in employees' work. Job satisfaction is important in getting acknowledgment, salary, promotion, and other goals that

lead to a sense of contentment. Organizations face a turbulent business environment with high human resource acquisition and optimization. Because human resources are important and rare, they are regarded as a strategy for long-term competitive advantage. Trost (2020) noted that human resources are a company's only strategic tool that its competitors cannot use; thus, an organization's success depends on skilled, motivated, and satisfied employees. HRM policies are the foundation of any organization's best utilization, management, employee job satisfaction, and performance (Mahmood, Akhtar, Talat, Shuai & Hyatt, 2019). When an organization's personnel are happy with their jobs, the firm may easily attain its goals.

5.0 Conclusion and Recommendations

The study concluded that human resource policies are positively and significantly related to employee satisfaction. HR policies are the foundation of optimal utilization, management, workers' job satisfaction, and performance. A properly organized and adequate HR policy boosts employee job satisfaction and hard work in the firm. It also improves efficiency, motivates employees, and boosts employee performance. HR policies ensure every employee of an organization is looked after, their needs are respected, and proper benefits are available for their work. HR policies help address employee complaints, problems and grievances and outline how to solve them appropriately. The study recommended that firms understand their workers' value, put an incentive/reward system, and develop methods that take care of equitable and proper compensation for their workers. Managers should create appealing incentive programs and tactics easily understood by workers and established in the firm's culture to retain productive staff. The management should always look for mechanisms that significantly increase employee happiness and performance.

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