

Impact of Human Resource Management Practices on Employee Retention in Education Sector of Hazara Division Pakistan

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ABSTRACT

Purpose - The objective of the study was to determine the perceived relationship between employee retention and practices in the education sector of Hazara Division in Pakistan.

Methodology/approach – A descriptive survey design was adopted for the study as it ensures a complete description of the situation, thus ensuring minimal bias in data collection and reducing errors in the interpretation of the data collected. Primary data was collected for the study using a structured questionnaire. The data collected was analyzed using descriptive Statistics comprising of frequencies, distribution percentages, mean and standard deviation. The study originates there are significant positive relation employee's retention with Recruitment and selection, performance management and training and development.

Findings – The basic conclusion of the current study is the employees of education sector should focus or adopt recruitment & selection process to improve their organizational performance. By acting performance management, they adopt motivate to their followers and also bring new ideas and strategies to improve the organizational setting or performance. Similarly, the education employees adopt the training and development for development of employees' skills. It is also recommended the leaders of education sides must involve their employee in the process of decision making it also gives direction to improve their performance.

Keywords: Employees Retention, Recruitment & Selection, Performance Management, Training & Develop

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INTRODUCTION

Employees are an asset to an organization. Employee retention has become one of the biggest problems for the education sector, as human resources contribute to the generation of profits and are considered as capital or assets of the organization. Employee retention (ER) is considered one of the most studied

topics in the field of human resource management (HRM). Research has shown that a considerable number of studies aim to clarify the concept of employee retention (ER) (Cherif, 2020).

Employee retention strategies are one of the most important factors required to retain experienced employees, prevent knowledge and expertise from leaving the organization, and reduce the cost of hiring and training new employees. The most important problem resulting from uncontrolled employee retention within the company is high turnover rates and losses as employees leave for competitors with the experience and skills they have acquired within the company (Watson et al., 2019).

Employees need to be trained to develop the skills and knowledge they need to do their jobs (Koteswari et al., 2020). There is a relationship between HRM practices and employee retention, so this paper will examine the impact of HRM practices on employee retention as it is one of the most important retention strategies. Companies are facing the challenge of employee retention due to the increasing competition in the market. It is important for companies to hire competent employees to gain a competitive advantage in the market. However, retaining competent employees is more important than hiring new employees. Companies are always looking for talented employees and invest time and money in their employees to attract them for the future (Haider, 2015).

Numerous HRM practices and related studies have been conducted in other parts of the world. Studies examining the impact of HRM practices on employee retention and other outcomes have proliferated over the past two or three decades (Choy & Kamoche, 2021; Presbitero, Roxas, & Chadee, 2016). Interpretations of employee responses to HRM practices vary in several ways (Santhanam et al., 2017). Most research in the past has focused heavily on examining how perceived HRM practices affect employee and organizational behavior (Aboramadan & Karatepe, 2021). The role of HRM in employee retention and reducing voluntary turnover was recognized in the early 20th century (Nelissen, Forrier, & Verbruggen, 2017). Indeed, much of the research has shown that positive perceptions of HRM practices lead to high employee retention (Nelissen et al., 2017), low voluntary employee turnover (Nelissen et al., 2017), high trust in management (Afsar et al., 2018), commitment and procedural justice (Cugueró-Escofet, Ficapal-Cusí, & Torrent-Sellens, 2019), and engagement and high employee performance (Oluwatayo & Adetoro, 2020). Previous studies have shown that compensation, reward, and recognition practices were the most commonly studied HRM practices related to employee engagement (Malik et al., 2020; Imna & Hassan, 2015), followed by training and development (Bibi et al., 2018), performance appraisal (Bibi et al., 2018), and career development (Sari & Dewi, 2020), respectively.

It is useful for top managers to develop HR practices and strategies to improve employee retention (Jaseel, 2019). There are different scales of HR practices, but this research study discusses three dimensions of HR practices, i.e., recruitment and selection, performance management, and training and development (Haider, 2015). There is limited literature that examines the relationship between human resource practices and employee retention in Pakistan. This study aims to fill this gap by examining human resource practices and employee retention in the education sector of Hazara Division in Pakistan. This study examines human resource practices (HR) that promote employee retention. It is important to know strategies that promote employee retention, such as training, because by understanding the impact of training on employee retention, one can determine the most appropriate training methods to achieve the best retention rate and understand the required knowledge that an employee needs to improve performance and productivity: "You do not build a company - you build

LITERATURE REVIEW

Employee retention

Employee retention issues are proving to be the most important human resource management challenges in the immediate future. Researchers have shown that the organizations that will succeed in the future will be those that adapt their organizational behavior to the realities of the current work environment, where future success depends on innovation, creativity, and flexibility (Steiss, 2012). The dynamics of the work environment will need to reflect a diverse population consisting of individuals whose motivations, beliefs, and value structures differ greatly from the past and from each other. This

phenomenon is especially true in the context of current economic uncertainty and following corporate downsizing, when the impact of losing highly productive employees is rapidly increasing (Pfeffer, 2016). Employee retention is the most important issue in organizations. This is a result of the shortage of skilled workers, weak economic growth and high employee turnover. According to Ramki, S. 2015), employee retention is the ability to keep the employees a company needs longer than its competitors.

Theoretical foundation of the study

The theory is based on a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchange between parties. Social exchange theory assumes that human relationships are formed through a subjective cost-benefit analysis and comparison of alternatives. The theory has its roots in economics, psychology, and sociology. Social exchange theory incorporates many of the key assumptions of rational choice theory and structuralism. The term is also commonly used in the business world to describe a two-way, reciprocal, and rewarding process that involves transactions or simply exchange. In relation to human resource management and retention practices, exchange theory views the employment relationship as a social or economic exchange (Aryee, et al., 2014). Economic exchange relationships involve the exchange of economic benefits in return for employee efforts and are often dependent on formal contracts that are legally enforceable. Social exchange relationships, on the other hand, involve voluntary actions that may be triggered by a company's treatment of employees with the expectation that employees will commit to reciprocate the company's good deeds (Gould & Davies, 2015).

Recruitment and selection & employee's retention

In the last two decades, several definitions of recruitment and selection have been proposed. For example, (Subramaniam et al., 2011) defined recruitment as all organizational practices and decisions that affect either the number or type of individuals willing to apply for or accept a particular vacancy. A similar definition was offered by (ramki, 2015). On the other hand, Collins (2013) defines selection as the process of matching people with jobs; the hiring decision process usually involves multiple interviews and assessments by interviewers, and performance tests and assessment centers may be used. According to Subramaniam et al. (2011), recruitment and selection is the "process of gathering and evaluating information about an individual in order to make an offer of employment." Employee engagement activities can be defined as the sum of all activities aimed at increasing employees' commitment to the organization and providing them with overall ambitious and diverse opportunities in which they can grow by outperforming others (Beardwell , Wright, 2012). Given the development of new management approaches to employee retention, the dynamics of the labor market, and the evolution of research methodology and technology, it is not surprising that turnover continues to be a vibrant area of research despite more than 1500 academic studies addressing the topic. Recruitment and selection is an important tool that helps HR managers and the organization as a whole to hire the right employees and retain them (Ohara, 2012). While it is well known and acknowledged that poor hiring decisions affect employee retention in the organization, many companies in various jurisdictions have not developed and implemented effective hiring strategies. In some companies, existing policies hinder strategic recruitment and selection; in others, the inhibiting factor is managerial inertia (Beardwell, & Wright, (2012) The following hypothesis is proposed in this study:

H1 There is a significant relation between Recruitment & Selection and employee retention

Performance management and employee's retention

Performance management is defined by Armstrong (2012) as "a means of achieving better results for an entire organization through understanding and managing within an agreed framework, meeting planned

objectives, standards, and competency requirements. According to Muindi (2017), who conducted a study on employee perceptions of performance management, employees in the education sector believed they were performing better in their daily tasks, but there was no significant relationship between their individual performance and their perceptions of the performance appraisal initiatives the hotel had in place. Therefore, the study concluded that employee perceptions of performance management do not necessarily influence individual performance in the education sector. Retaining employees is one way to protect the investment in staff, because hiring and training employee's costs money. When experienced employees are lost, production suffers first from the loss of the employee and then from the time it takes to train a new employee. Part of retaining employees is implementing a performance management policy. Understanding the benefits of performance management can help justify the expense. (Anderson, 2012) One component of performance management is using the annual performance review to create a development plan for each employee. The supervisor and the employee take an active role in developing a program that promotes the employee's professional development and career advancement. When the company takes the time to work with the employee on his or her career, it creates a sense of dependence and loyalty on the part of the employee. Employees tend to stay with companies that show an interest in the success of their employees (Mcgurk, 2014). In this study, the following hypothesis is made:

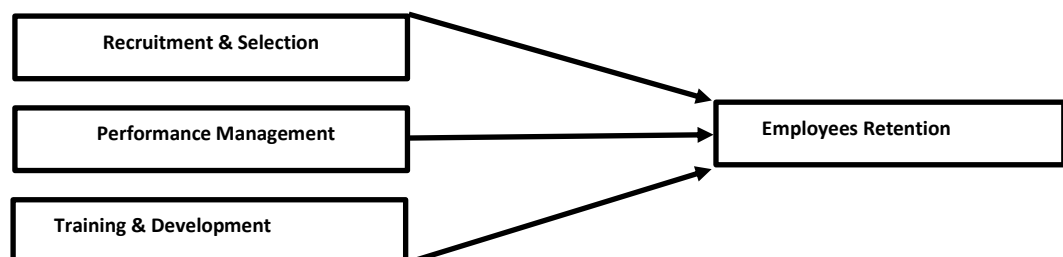
H2 There is a significant relation between Performance Management and employee retention

Training & development & Employees Retention

Training and development practices are the second most studied HRM practice in terms of employee retention. Most studies found that T&D has significant and positive effects on employee retention (Akther, & Tariq, 2020; Fletcher, Alfes, & Robinson, 2018). In addition, positively perceived T&D practices have been found to decrease intention to leave (Aburumman et al., 2020; Santhanam, Kamalanabhan, Dyaram, & Ziegler, 2017). It has been argued that T&D increases job satisfaction, which leads to higher employee retention (Nabi, Ahmed, & Rahman, 2017). However, in the case of the Maldivian retail sector, Imna and Hassan (2015) found that T&D did not have a significant impact on employee retention. Most of the studies conducted that establish a relationship between T&D and employee behavioral outcomes do not address employee retention. This indicates that there is a significant research gap in terms of knowledge and methods to empirically investigate the impact of T&D on employee retention. Therefore, we hypothesize the following:

H3 There is a significant relation between Training and Development and employee retention

2.8. Theoretical framework of the study.



METHOD

3.1 Data Collection, Sampling Technique & Sample Size, Design.

The current study is on the education sector of Hazara division in Pakistan and its employees at all levels. Our sample consists of the education sector. For data collection, a questionnaire is

planned to administer the sample of the research and the respondents are all employees of the education sector. In this study, an appropriate sampling technique was used. According to Sekaran (2013), the sample size must be 10 times larger than the number of variables. A sample size of more than 30 and less than 500 is acceptable according to Sekaran (2013). According to this recommendation, the sample of the current study included 178 employees of the education sector to cope with the questionnaire survey. The current study used the following research instruments developed by previous researchers in relation to the variables of the study. All instruments were modified according to the context of the study, and the scale is a five-point Likert scale from 1 to 5 developed by Delaney, J. T. & Huselid, M. A. (2006) for employee retention, which is used to check the validity and reliability of the instrument. A questionnaire developed by Delaney, J. T. & Huselid, M. A. (2006) for recruitment and selection, training and development and a questionnaire developed by Bratton, J., & Gold, J. (2003) for performance management. Primary data were collected from all Hazara Division of Education staff in Pakistan using a structured questionnaire. All questionnaires were scored on a five point Likert scale ranging from 1=disagree to 5=agree completely. Reliability and validity of the instrument was tested by different statistical tests like Cronbach Alpha and factor analysis. The basic idea of the present study is to test hypotheses. Hypothesis testing is to help understand the relationship between variables (Sekaran & Bougie, 2013). The current study also examined causal and correlative relationships with SPSS software used for data analysis. Correlation and regression analyses were also performed. Regression analysis was used to show the relationship between independent and dependent variables. The degree of association between variables for the search used correlation.

RESULT AND DISCUSSION

The result of the article contains the data analysis written descriptively using Calibri 12. Tables and figures in each

Table 1. Reliability & Selection Instrument

<i>Variables</i>	<i>Cronbach Alpha</i>	<i>No. of Items</i>
<i>Employees Retention</i>	.764	10
<i>Recruitment & Selection</i>	.707	8
<i>Performance Management</i>	.794	7
<i>Training & Development</i>	.715	6

The above table shows the Cronbach's alpha value of the study variables. As shown in the table, there are 10 items of ER, 8 items of R & S, 7 items of PM and 6 items of T&D with Cronbach value of. 764,707,794,715, which means that the instrument used in the current study to measure the variables is reliable.

Table 2. Validity of the Research Instrument

<i>KMO and Bartlett's Test</i>				
<i>Variables</i>	<i>Kaiser-Meyer-Olkin</i>	<i>Approx. Chi-Square</i>	<i>Bartlett's Test of Sphericity</i>	
			<i>df</i>	<i>Sig</i>

<i>Employees Retention</i>	.753	484.199	45	.000
<i>Recruitment & Selection</i>	.602	510.038	28	.000
<i>Performance management</i>	.890	193.354	2	.000
<i>Training & Development</i>	.684	277.675	15	.000

The KMO and Bartlett test values of the variables (ER, R&S, PM, and T&D) were given in the above table. The KMO values are .753, .602, .890, and .684, which is higher than the standard value suggested by previous researchers. The standard value for KMO suggested by researchers is .6. Bartlett's test was performed to check the relationship between the variables. We also used Bartlett's test to test the null hypothesis. If the value of Bartlett's test is significant, it means that we accept the alternative hypothesis and reject the null hypothesis. As shown in the table above, the value of Bartlett's test is significant ($p < .05$), which means we accept the alternative hypothesis and reject the null hypothesis.

Table 3. Correlation Matrix

<i>ER</i>	<i>ER</i>	<i>PM</i>	<i>T&D</i>	<i>R&S</i>
<i>ER</i>	1	.240**	.265**	.372**
<i>PM</i>	.240**	1	.319**	.236**
<i>T&D</i>	.265**	.319**	1	.346**
<i>R&S</i>	.372**	.236**	.346**	1

*Correlation is significant at .01 levels (2-tailed)

The correlation between the variables of the study is shown in Table 13. In this table we have three independent variables PM, TD and RS and one dependent variable ER. As shown, PM, T&D and R&S are positively and strongly associated with ER,

Table 4. Model summary of variables (EM and PM, TD, RS)

<i>Variables</i>	<i>R</i>	<i>R-square</i>	<i>Adjusted R-square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>
<i>ER&PM</i>	.740	.706	.704	.415	1.504
<i>ER&RS</i>	.722	.138	.134	.43157	1.93
<i>ER&TD</i>	.765 ^a	.510	.456	.463968	1.625

Predictor: (constant), PM, T&D, R&S

Dependent Variable: ER

The table above shows the summary of the model for the dependent variable of the study, namely employee retention, and the independent variables of performance management, employee retention, training and development. The value of R-squared is .740, .722, .765a, which means that our independent variable explains 74%, 72%, 76% variation in our dependent variable. The autocorrelation was tested by the Durbin-Watson statistic. As we know, the acceptance value of DW statistic is between 1.5 and 2.5, and as indicated in the table, the DW value is 1.504, 1.93, 1.65, which is in the acceptance range, so there is no problem of autocorrelation.

Table 5. ANOVA

<i>Variables</i>	<i>Model</i>	<i>Sum of square</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>P-sig</i>
<i>Performance Management</i>	Regression	2.186	1	2.186	10.727	.001 ^b
	Residual	35.861	176	.204		
	Total	38.047	177			

Recruitment and Selection	Regression	5.267	1	5.267	28.487	.000 ^b
	Residual	32.56908	176	.186		
	Total	38.047	177			
Training and Development	Regression	.167	1	.167	.747	.000
	Residual	37.886	176	.215		
	Total	38.47	177			

ANOVA The statistical data of the study variables are shown in the table above. The most important value in this table is the F and the p value. In the case where the F value is above 10, it is good, and if the p value is significant, it means that our model is fit. So from the above table, it is clear that our model is suitable.

Table 6. Coefficient

<i>Variables</i>	<i>Un standardized coefficient</i>		<i>Standardized coefficient</i>	<i>T</i>	<i>Sig</i>
	B	Std. Error	Beta		
Constant	2.653	.311		8.535	.000
PM	.258	.079	.240	21.25	.001
Constant	2.404	.239		10.039	.000
R&S	.310	.058	.372	19.90	.000
Constant	4.022	.416		9.681	.000
T&D	.310	.096	.65	17.930	.000

The regression coefficient of the independent and dependent variables is given in the table above. In this case, PM, R&S, T&D are the independent variables and ER is the dependent variable of the model. As shown in 1n, there is a significant and positive relationship between PM, R&S, T&D and ER ($t = 21.25, 19.90, 17.930$ and $p = .00$). The unstandardized regression coefficient is .240, .372, .65, which means that a one unit change in our independent variable causes a positive change of .240, .372, .65 units in our dependent variable.

CONCLUSION

HRM practices are tools used by companies to get the best out of their employees in order to achieve better business performance. Therefore, the authors recommend that companies that want to remain competitive must ensure that various stakeholders (including employees) are satisfied by implementing sound HRM practices. Employee retention is the ability to keep employees that a company needs for a longer period of time than its competitors. Companies need talented employees to maintain a sustainable competitive advantage, and individuals need career opportunities to develop and enhance their skills. Recruitment encompasses all organizational practices and decisions that affect the number

or type of individuals willing to apply for or accept a particular job Training and development have been defined in different ways by different authors. The main idea that each of them emphasizes in their studies is to improve the skills of the workforce. Performance management is a means of achieving better results throughout an organization by understanding and managing the achievement of planned goals, standards, and competency requirements within an agreed-upon framework.

A descriptive survey design was chosen for the study as it ensures a complete description of the situation, thus ensuring minimal bias during data collection and reducing errors in the interpretation of the data collected. The study used the consensus method and based its findings on the views of the entire population. Primary data collected through a structured questionnaire was used for the study. The collected data was analyzed using descriptive statistics consisting of frequency, percentage distribution, mean and standard deviation. The study concluded that there is a significant positive relationship between employee retention and recruitment and selection, performance management, and training and development. The basic conclusion of the current study is that education sector employees should focus on or adopt the recruitment and selection process to improve their organizational performance. Through performance management, they can motivate their employees and introduce new ideas and strategies to improve organizational conditions or performance. Similarly, education employees should adopt training and development as the results of the current study clearly show a positive relationship with employee retention through training and development. It is also recommended that educational leaders need to involve their employees in the process of decision making as this also provides a direction to improve their performance. It can be inferred that practices significantly influence retention of teachers in colleges and schools in the region, mainly through channels such as interviews, IQ tests, personality tests and work sample tests, and professional knowledge tests, etc.

FUTURE RESEARCH DIMENSION.

This study provides a significant and important insight into the theory of employee retention with R&S, PM, T&D. There are some limitations, such as a very small sample size of the study. In the current study, the educational sites of Hazara Division in Pakistan were selected. In the future, it would be more useful to select a larger sample and include other institutions and organizations to find out the results and phenomena more clearly. Second, due to lack of time, only recruitment and selection, training and development, and performance management were selected in the current study and other variables such as organizational culture, compensation, salary, etc. were ignored. Future studies should also examine the effects of employee retention on organizational culture, compensation, and salary. Third, the current study did not check all dimensions of independent and dependent variable

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