

THE ANALYSIS ON THE IMPACT OF HUMAN RESOURCE PRACTICES ON EMPLOYEE RETENTION

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Abstract: *In this modern era of globalization, most of the human resource management still face difficulties retaining employees in the organization, especially valuable employees. This is due to fierce competition in the industry and the existence of new competitors who enter the industry with multiple strategies of human resource practices. This study aims to identify the relationship between human resource practices and employee retention which consists of training and development, compensation, performance management, recruitment, and selection. About 130 questionnaires were distributed to the respondents in one organization with 100% returned. The data was analysed by using SPSS software. The findings from Pearson correlation analysis, indicate that there was a positive and significant relationship between human resource practices and employee retention. From the results obtained, it was found that the highest correlation of independent variables was compensation. Then, it was followed by training and development, recruitment, and selection while the lowest relationship was performance management. Most of the respondents agreed that good human resource practices can help them to stay for a longer time in the organization. After the regression analysis was conducted, it was found that only two out of four independent variables which are compensation, and training and development have influenced on employee retention. Therefore, it was recommended for the organization to carefully strategize their human resource practices to retain valuable employees from leaving the organization and keep them staying in the organization for a longer period to contribute to the success of the organization. For future research, the study should collect the data from wider audience to make it more generalizable.*

Keywords: *Human Resource Practices, Employee Retention, Employee Turnover*

Introduction

Recently, most organizations are facing challenges with high turnover rate among their employees. The Star (2021) said that Malaysia's turnover rate had climbed up to 17.4% in the previous year. From this statistic, we can see that Malaysia was having a high turnover rate, and which kept rising over time. This issue was caused by intense competition that exists in the industry which requires all organizations to become more competitive in retaining their valuable employees. The highest turnover rate was recorded by financial administration which is 18.3%. Malaysia recorded the second most turnover rate at 6.0% and the third at 9.5% in 2015 among Southeast Asian nations contrasted with 12.2% in 2014, reflecting uncertainty economic conditions in Malaysia (Letchumanan et al., 2017). According to Nagarajah (2022), turnover intention refers to the likelihood or choices made by a worker to leave their present employer and join another one, whether on purpose or accidentally. There are two types of employee turnover, which is voluntary turnover and involuntary turnover. Employees that choose to quit the organization voluntarily are said to undergo voluntary turnover. Contrarily, when it comes to involuntary turnover, the organization often has power over the employees by influencing their decision to remain or leave the company. When the employee is happy with his or her current job, the turnover rate can be reduced (Husain et al., 2015). Due to this rapid trend of employment opportunities, human resource practices are important in order to retain their employees. Therefore, the purpose of this research is to determine how human resource management practices affect employee retention.

Problem Statement

In today's competitive business world, managing employee turnover is seen as a crucial responsibility for every organization. Turnover in Malaysian workforces has been a major challenge for several decades (Sija, 2021; Memon et al., 2017; Juhdi et al., 2013), with worker voluntary turnover rising annually and leaving the organizations in a precarious situation. Currently, it is difficult for many businesses in our country to retain the employees who are regarded as their human resource. Due to fierce competition amongst existing businesses, this situation has arisen from time to time (Mehta et al., 2014). The organisation also might be greatly impacted by employee turnover rates. It was believed that no organization can continue to succeed unless they find an effective way to deal with the problem of staff turnover. Low organisational performance, low productivity, and inability to meet defined goals will result from the organization's failure to keep its important employees. This issue arises because the employee typically has extensive knowledge, excellent skills, and useful experience that might contribute to the success of the firm. And the presence of more and more new competitors have made things worse. According to Alnaqbi (2011), numerous organizations used human resource techniques to lower the employee turnover rate. Thus, this research concerns about the human resource practices that aim to improve employee retention.

Research Objectives

The main research objective for this research is to investigate the relationship between human resource practices and employee retention. To achieve the main objective, the specific research objectives are as follows:

1. To determine the relationship between training and development on employee retention.
2. To determine the relationship between compensation on employee retention.
3. To determine the relationship between recruitment and selection on employee retention.
4. To determine the relationship between performance management on employee retention.
5. To determine which type of human resource practices has the most influence on employee retention.

Literature Review

Employee Retention

In the near future, employee retention issues are likely to be the most significant ones in human resource management (Qasim et al., 2022). According to Alnaqbi (2011), keeping good employees will help a business remain competitive since the employees have valuable skills and knowledge that will provide it a competitive edge over the rivals. There were several elements that affected the decision of employees to quit the company, including recruitment strategies, career advancement opportunities, compensation, training and development, and organisational structure (Alnaqbi, 2011). According to Ratnawati (2018), employee retention can be assessed using a variety of indicators which including rewards for employees for the work they produce; career opportunities provided by the organisation; good relationships between the leader and the organization's members; positive working relationships between co-workers; and work assignments given to employees based on their skills and knowledge. Additionally, according to Khalid and Nawab (2018), employee retention strives to lower turnover rates and the expenses related to hiring, training, and orienting new hires.

Human Resource Practices

Early in the 20th century, HRM's contribution to retaining employees and lowering voluntary turnover was acknowledged (Nelissen et al., 2017). According to Alnaqbi (2011), numerous firms used human resource strategies to reduce employee turnover and stressed that human resource techniques like training and selection may help to reduce employee turnover while also helping to boost staff productivity through remuneration and performance reviews. In fact, much of the research has demonstrated that positive perceptions of HRM practises are associated with high employee retention, low voluntary employee turnover, high levels of trust in management, commitment and procedural justice, (Cugueró-Escofet et al., 2019) and engagement and high employee performance (Oluwatayo & Adetoro, 2020). A rising amount of empirical research showed that staff retention rates were much higher because of salary, awards, or recognition (Rombaut & Guerry, 2020). Previous research has shown that training and development (Bibi et al., 2018), performance assessment (Bibi et al., 2018), and career development (Sari & Dewi, 2020) activities were the next most researched HRM practices in connection to employee retention (Malik et al., 2020; Imna & Hassan, 2015).

Training and Development

According to Umamaheshwari and Krishnan (2016), training has an enormous influence on staff retention. It is the process of enhancing workers' knowledge and abilities, which boosts output, job satisfaction, and staff retention (Beynon et al., 2015). According to research by Das and Baruah (2013), organisations frequently invest in the training and development of outstanding individuals who have the potential to provide positive returns on their investment. Employees need to be trained to acquire the abilities and information required to do their jobs (Koteswari et al., 2020). Employees are thought to have lower levels of intention to leave their jobs when training is offered because they are better equipped to complete their tasks activities by gaining new knowledge from the training program (Chen et al., 2004). According to Cloutier et al. (2015), employers should consider making a long-term investment in training that is formal, job-related, and open to all employees. This investment will result in more devoted workers, higher productivity, and lower turnover, giving the company a significant competitive advantage and solid financial position. In most of the research, training and development were found to have significant and advantageous benefits on staff retention (Akther, & Tariq, 2020; Fletcher et al., 2018).

Compensation

Reward and remuneration strategies have been discovered to have large and advantageous effects on employee retention in numerous circumstances (Hanai & Pallangyo, 2020; Khalid & Nawab 2018). In the last 10 years, compensation and rewards have attracted the greatest research attention (Aleem & Bowra, 2020; Imna & Hassan, 2015). According to Milkovich and Newman (2008), workers make contributions in order to value the perks and remuneration packages provided by their companies. This indicates that management's perceived fairness in its procedures for rewarding and compensating employees improves employee retention (Kalyanamitra et al., 2020; Malik et al., 2020; Hanai, & Pallangyo, 2020; Khan 2020). According to the research conducted by Silaban and Syah (2018), there is a strong relationship between employee turnover intention and compensation. To draw an employee into the company, keep them motivated, and keep them working there, the remuneration package itself needs to be sufficient (Osibanjo et al., 2014). Compensation and benefits are the total incentives provided to workers in recognition of their commitment to and effort in the performance of their employment (Beijer et al., 2021)

Recruitment and Selection

According to Alnaqbi (2011), recruitment can be explained as the process of searching and attracting potential employees while selection refers to the process of choosing the right employees with the suitable requirements that give impact on the organizational success. The recruitment and selection has an aim to acquire the most qualified employees at the minimum cost, which can also help to reduce the employee turnover rate. Recruitment aims to find employees who will meet the quality standards needed by the organisation to meet its strategic needs (Hamza et al., 2021). Selection is the process of evaluating applicants and making decisions about them based on specific criteria, which can range from years of experience to leadership potential and personal capability (Fahim, 2018). Arokiasamy (2013) concluded that a company must hire the appropriate individuals for the right jobs to lower employee turnover. According to Kumar (2022), the recruitment and selection process that is well managed can help the organization to choose the employees with the best talent and are able to retain them from leaving the organization.

Performance Management

According to Parmenas (2022), employee performance is one of the outcomes of the development of strong employee engagement. Ying (2012) stated that performance management is the act of deploying and overseeing employee performance in order to accomplish a specified organisational goal within a predetermined time frame. According to Biron and Boon (2013), employees' productivity and inclination to stay with an organisation is increased by its performance management practices, which also include unbiased analysis and equitable possibilities for progress. Retention intentions may be predicted by employees' positive attitudes of the organization's performance and career management system (Subramaniam et al., 2019). Deo (2014) said that evaluating an employee's performance, skill, and personality as well as his capacity to meet organisational goals is part of the performance assessment process. A good performance review may contribute to better work satisfaction and growth for employees, as well as lessen job stress and employee turnover. Most of the research has connected employee retention with talent management, which relates to employee engagement, competency mapping, performance management, and career development in such firms (White, 2014).

Conceptual Framework

The relationship between the two variables is shown in the conceptual framework below:

Human Resource Practices

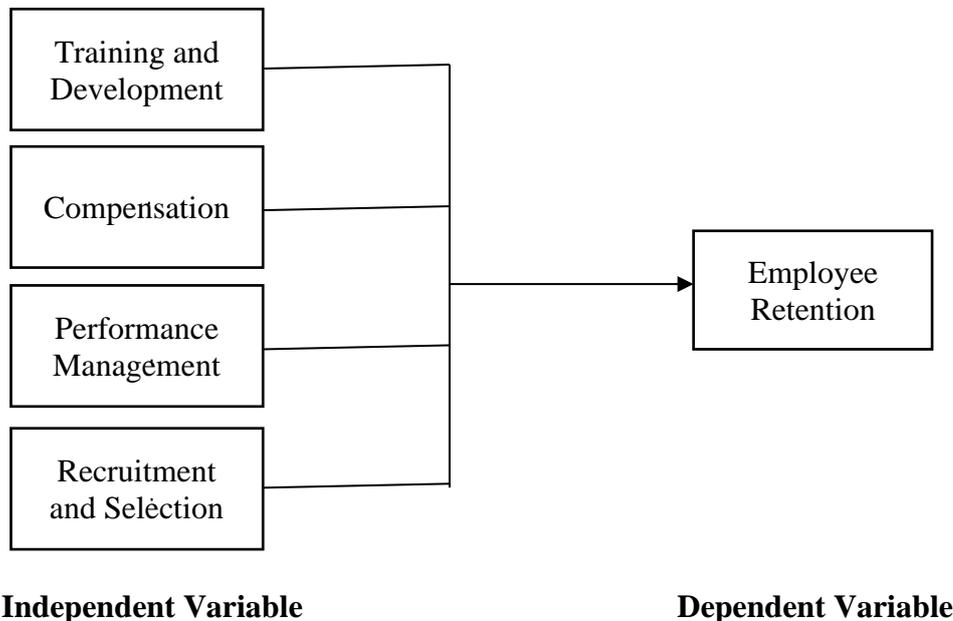


Figure 1: Conceptual Framework

Methodology

This research was correlational research which identified the influence of human resource practices on employee retention. The population that was used for this research was 145 workers in one organization. After examining all inclusion factors, it can be concluded that the number of populations for this research was 130 respondents. The sampling technique used was census sampling where the data was collected from the whole population when the population number is small. The sampling frame for this research was from employees' list that the Human Resource department has listed. Thus, the number of the sample size was 130 respondents. The research instrument for this study was questionnaires by using a self-administered method. After all data have been collected, the data were analysed and evaluated through Statistical Package for Social Science (SPSS) software. The research measurement used was Five-Likert Scale which ranged from strongly disagree to strongly agree. The questionnaire was divided into three sections which Section A consists of the demographic background such as gender, age, level of qualification and occupation. Section B requires the respondents to answer questions based on training and development, compensation, recruitment and selection and also performance management. Lastly, Section C covers the dependent variable that aims to identify the relationship between independent variable and dependent variable. To determine the reliability and validity of the instruments, reliability test and validity test was conducted. Normality test was conducted to define the date distribution. To investigate the relationship between human resources practices and employee retention in order to answer research objectives, Pearson correlation and regression analysis were used.

Finding

Demographic Analysis

For demographic analysis, the percentage for male respondents is 60% and female with 40%. The respondents from the age of 25 until 30 years were the highest group of respondents with 46.9%. Then, it was followed by the respondents from the age of 31 until 40 years with 39.2%. The lowest group of respondents of 18 until 24 years and 41 years and above have the same percentage which is 6.9%. The only group of respondents who were answering the questionnaire was the Malay race with the percentage of 100%. The highest group of respondents who answered this questionnaire is the SPM holder with 66.2% and the degree holder in second place with 17.7%. The lowest group of respondents who answered this questionnaire are master holders and other qualifications which brings the percentage of 8%. The percentage of workers that worked in the company for 4-5 years is 44.6% while the workers that worked for 2-3 years are in second place with 33.1%. The lowest group were the workers that worked above 10 years with 3.1%. Most of the respondents who answered this questionnaire came from the non-executive level with 76.1% while the executive level was 23.8%.

Table 1: Demographic Analysis

| Characteristics | Category | Frequency | Percentage (%) |
|----------------------------|------------------------|-----------|----------------|
| Gender | Male | 78 | 60.0 |
| | Female | 52 | 40.0 |
| Age | 18 - 24 years old | 9 | 6.9 |
| | 25 - 30 years old | 61 | 46.9 |
| | 31 - 40 years old | 51 | 39.2 |
| | 41 years old and above | 9 | 6.9 |
| Race | Malay | 130 | 100 |
| Educational Level | SPM holder | 86 | 66.2 |
| | Diploma holder | 15 | 11.5 |
| | Degree holder | 23 | 17.6 |
| | Master holder | 3 | 2.3 |
| | Other qualifications | 3 | 2.3 |
| Working experience (Years) | 2 – 3 years | 10 | 33.1 |
| | 4 – 5 years | 58 | 44.6 |
| | 10 years and above | 4 | 3.1 |
| Position | Non-executive level | 99 | 76.1 |
| | Executive level | 31 | 23.8 |

Reliability Test

For this research, Cronbach's alpha is described in Table 2 below:

Table 2: Reliability Test

| Variables | Total Item | Item Deleted | Cronbach's Alpha |
|---------------------------|------------|--------------|------------------|
| Training and Development | 5 | None | 0.864 |
| Compensation | 5 | None | 0.925 |
| Recruitment and Selection | 5 | None | 0.815 |
| Performance Management | 5 | None | 0.916 |
| Employee Retention | 7 | None | 0.843 |

The Cronbach's alpha for training and development (IV1) is 0.864 and the for the compensation (IV2) is 0.925. For the recruitment and selection (IV3), the Cronbach's alpha is 0.815 and for the performance management (IV4) is 0.916. Cronbach's alpha for employee retention (DV) is 0.843. This means that all independent variables and dependent variables were reliable since the Cronbach's alpha for all variables is more than 0.6.

Descriptive Analysis

For this research, descriptive analysis is analysed for independent and dependent variables which described in Table 3 below:

Table 3: Descriptive Test

| Variables | Descriptive Statistics | | |
|---------------------------|------------------------|--------|----------------|
| | N | Mean | Std. Deviation |
| Training and Development | 130 | 3.8108 | .54006 |
| Compensation | 130 | 3.3677 | .66998 |
| Recruitment and Selection | 130 | 3.5800 | .41659 |
| Performance Management | 130 | 3.9308 | .48590 |
| Employee Retention | 130 | 3.7703 | .50138 |

For dependent variable (DV) which is employee retention, the mean and standard deviation was 3.7703 and .50138 respectively. The highest mean for the independent variable (IV) came from performance management which is 3.9308, while the standard deviation is .48590. Then, followed by training and development where the mean and standard deviation is 3.8108 and .54006. Next is recruitment and selection with the mean of 3.5800 and standard deviation is .41659. The lowest mean came from compensation where it is only worth 3.3677 and the standard deviation is .66998.

Normality Test

For this research, the normality test is conducted to analyse the normal distribution of data as described in table below:

Table 4: Normality Test

| Variables | Skewness Statistics | Kurtosis Statistic |
|---------------------------|---------------------|--------------------|
| Training and Development | -0.459 | 1.831 |
| Compensation | -0.876 | -0.016 |
| Recruitment and Selection | -0.869 | 0.080 |
| Performance Management | -0.428 | 1.494 |
| Employee Retention | -0.285 | 0.409 |

The employee retention reported the skewness of 0.285 and kurtosis of 0.409 which indicates that the dependent variable was normally distributed. For the first independent variable which is training and development, the skewness and kurtosis value is -0.459 and 1.831 respectively. Then, the skewness for compensation was -0.876 and its kurtosis value was -0.016 while for the recruitment and selection, its skewness and kurtosis value was -0.869 and 0.080 respectively. Lastly, for performance management, its skewness and kurtosis value are -0.428 and 1.494 respectively. Therefore, it can be concluded that all variables in this research were normally distributed as they comply with the rule of normal skewness and kurtosis coefficient.

Correlation Analysis

For this research, correlation analysis of Pearsons correlation coefficient was analysed and was described in table below:

Table 5: Correlation Analysis

| Independent Variables (IV) | Correlation, r | Significant, p |
|----------------------------|----------------|----------------|
| Training and Development | 0.530** | 0.000 |
| Compensation | 0.658** | 0.000 |
| Recruitment and Selection | 0.338** | 0.000 |
| Performance Management | 0.249** | 0.004 |

Based on the analysis, it was found that there was a moderate positive and significant relationship ($r=0.530^{**}$, $n=130$, $p=0.00$) between training and development and employee retention. The analysis found that there was a strong positive and significant relationship ($r=0.658^{**}$, $n=130$, $p=0.00$) between compensation and employee retention. Based on the analysis, there was a weak positive and significant relationship ($r=0.338^{**}$, $n=130$, $p=0.00$) between recruitment and selection and employee retention. The result generated found that there was a weak positive and significant relationship ($r=0.249^{**}$, $n=130$, $p=0.00$) between performance management and employee retention.

Regression Analysis

For this research, regression analysis was used to examine the effect of both independent and dependent variables which was described in the table below:

Table 6: Regression Test

| Model | R | R ² | Adjusted R ² | Std. Error of the Estimate |
|-------|-------|----------------|-------------------------|----------------------------|
| 1 | 0.697 | 0.486 | 0.469 | 0.36531 |

The R square is the model summary of regression analysis which shows that 48.6% of the variance in the dependent variable, also known as employee retention, were explained by the four independent variables which are training and development, compensation, recruitment and selection as well as performance. Hence, there is a remaining 51.4% of the variance and it belongs to the other independent variables that were not included or involved in this research.

Table 7: Coefficient Table

| Model | Unstandardized Coefficient Beta | Std. Error | Standardized Coefficient Beta | t | sig |
|------------|------------------------------------|------------|----------------------------------|--------|------|
| 1 constant | 1.723 | .349 | | 4.932 | .000 |
| Tdtotal | .263 | .075 | .283 | 3.508 | .001 |
| Ctotal | .397 | .067 | .530 | 5.952 | .000 |
| Rstotal | .077 | .098 | .064 | .781 | .436 |
| Pmtotal | -.144 | .082 | -.139 | -1.756 | .081 |

Based on the results generated, only two out of four variables, which are compensation, and training and development that influenced employee retention. The data had been computed so that the value of significance is less than 0.05. Compensation is the variable that has the greatest influence on employee retention with the highest beta-value of 0.397. Next, the second most independent variable influencing employee retention is training and development with the beta-value of 0.263. The rest which are recruitment and selection and performance management do not influence employee retention because their significant values are more than 0.05.

Conclusion and Recommendations

The main research question was to identify the relationship between human resources practice on employee retention. Based on the analysis, the highest correlation of independent variables on employee retention was compensation with the value of 0.658. The second is training and development with the value of 0.530. Next, recruitment and selection have the value of 0.338. The lowest relationship between independent and dependent variables was performance management with 0.249. Compensation was the highest variable that contributed to the variation of employee retention as its beta value of standardized coefficient is .397. This was the highest contribution compared to other variables such as training and development, recruitment and selection and performance management. From the results, it shows that there are many other human resource practices that can be used to measure its relationship with employee retention in the future research such as encouraging employee involvement in

decision making, self-managed and effective teams, providing safety, healthy and happy workplace for the employees, making information easily accessible and provide knowledge sharing opportunities for them.

Hence, it is important for the organization to strategize their training and development opportunity to assist them in their career development. Based on most of the research, training and development were found to have significant and advantageous benefits on staff retention (Akther, & Tariq, 2020; Fletcher et al., 2018). Most organizations need to ensure that they provide a good compensation package to make employees satisfied and this can help them to keep the employee in the organization for a longer period. The fairer the compensation package received by the employees, the longer they will stay in the organization. This was supported according to the research conducted by Silaban and Syah (2018) where there is a strong relationship between employee turnover intention and compensation. The employees are more likely to stay in the organization if they are satisfied with the recruitment and selection practice provided by the company. This was supported by Ohara (2012) by stressing the use of recruitment and selection is a crucial tool for Human Resource managers and the firm as a whole to hire the best personnel and retain them. Hence, they are more likely to quit if they are dissatisfied with the company practices. The good performance of human resource management practices can help to lower down the turnover rate in the organization and help to motivate the employees to stay in the organization and increase their commitment toward the organization. It was supported when there is a significant relationship between strategic performance management methods and employee's satisfaction in organizations which makes them loyal to their employers. (Kalliath et al., 2000).

The phrase "employee turnover" is used frequently in business circles since it has a significant influence on an organization's success. It now affects all organisations worldwide and has become a global issue. Thus, based on the result obtained from the analysis conducted, it can be concluded that all independent variables which are training and development, compensation, recruitment and selection and performance management have a positive significant relationship with employee retention. Therefore, it can also be concluded that compensation is an important practice that most of the respondents prefer to receive from the organization if they want to stay for a longer period of time in the organization. For future research, it was highly recommended to have a large number of sample sizes of respondents to obtain more accurate analysis. Apart from just using questionnaires as a method of gaining and collecting data, it was also recommended to use interviewing methods, so that more accurate data and deeper information can be obtained.

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