

# HRM Practices and Employee Retention: A Review of Literature

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## **Abstract**

Climbing to the peak of success depends on numerous factors. Of all the factors, human factors are too much substantial. All the remaining factors are controllable and manageable by human factors. The world is now advanced, developed, and pleasant to live in through human endeavors. Organizational and economic development depends on skilled and competent workforces. Skilled workforces are a significant element of all organizations. Proper HRM practices and competent workforce retention are potent tools for attaining organizational goals. This study is based on a literature review. Thus, this research paper aims to discover the studies that have taken place in the domain of human resource management practices and workforce retention, to find out the most responsible factors that impact employee retention in an organization, and to discover the association between HRM practices with job gratification directing workforce retention. The study revealed that organizational culture, supervisor support, career development, salary, employee recognition, leadership, reward, training, and development tremendously influence employee retention. These factors have a substantial association with employee retention. The researcher suggests that if employers ensure these factors in their business firms, firms are expected to lead a lucrative business life.

**Keywords:** HRM, Skilled Workforces, Retention, Organization, Job Gratification

## **1. Introduction**

It is indeed a foremost concern of every business conglomerate to properly tackle the turnover of skilled workforces. The HR department is facing tremendous challenges in controlling the turnover of talented workforces in a stable condition. Business firms' human resource department across the world takes numerous initiatives to retain their valued employees. However, their initiatives are being interrupted due to the proper diagnosis of what the employees demand and what the workforces expect from the employer. Besides, some employers tend to pay the minimum to their existing employees. When an employer cannot forecast or fulfill their expectations, the

workforces start switching jobs. The more the day comes, the more the demands and expectations change men to men. Moreover, these trends vary in terms of their personality and what they deserve per their expertise and caliber. The workforce quits if an employer cannot meet their requirements and skilled employees cannot adapt to the organization. The study has revealed the main reasons for employees' departure from the organization; disputes with the manager or supervisor, not clicking into the organizational culture, or being excited to a different owner who matches employees' demands (Azeez, 2017).

## **2. Objectives of the Study**

- (1) To discover the numerous studies in human resource management practices and workforce retention.
- 2) To find out the several factors that impact retention in an organization.
- 3) To discover the association between HRM practices with job gratification directing to workforce retention.

## **3. Methodology**

This research is based on descriptive and exclusively secondary data. The secondary data comprises consistent articles and books.

## **4. Employee Retention**

Employee retention means keeping the existing expert workforce in the organization. It is the process of keeping the current workforce in the organization by providing monetary or non-financial assistance. Financial aid means an increase in salary and other benefits than the immediate past salary. This financial inclusion or addition inspires and stimulates the best workforce to work attentively in the organization. It is apparent that when talent workforces are evaluated financially, they treat the organization as their own. Moreover, employees feel valued by their employers. In those cases, employees work with entire satisfaction and happiness. Talent employees certainly produce the best output with the best quality. Best employee retention in the organization is too much significant for the ultimate well-being of any business effort. Sometimes the business elites in the world provide business share to the expert officer to continue and smoothly run the business. Therefore, employee retention means keeping the proficient workforce from leaving the organization. Retention of human resources refers to ensuring that the workforce remains in the business firms and that intentional turnover is minimized (Wakabi, 2016). Inspiring staff to remain in the firm for an extended period can be called staff retention. It is a process in which the workforce is stimulated to remain with the firm for years or until the conclusion of the company business (Das, 2013). Employee retention as a series of functions of a business firm applied for retaining staff (Khalid et al., 2016). The researcher transparently

specified that staffs who are pleased and gratified with their work are more devoted towards their job and always keep their struggle to expand their customer's gratification (Denton, 2000).

## **5. Relationship between HRM Practices and Employee Retention**

There are plenty of sources of proof to validate the optimistic association between HRM practices and workforce retention. The study revealed that reward and training significantly correlate with millennials' retention in guesthouses (Islam et al., 2021). The consequences disclosed mental enablement as an essential mediator on the association between three GHRM practices, training, performance management, and reward and millennials' retention. With necessary eco-friendly deprivation, this research launches GHRM can settle conservational renewal and commercial tactics in the hotel, whose ecological footmark is progressively under study. The study discloses that workforce retention will likely facilitate the association between HRM rehearses and corporate enactment (Aldamoe et al., 2012). The research studied apparel export houses in Delhi NCR (Mittar et al., 2014). Hence the research claim that the more HR practices are in organizations, the more the workforce stays encouraged to labour efficiently and proficiently and has the lowest readiness to resign from the firm. The study also revealed that central stage administration in clothing export houses regards training and development as the most crucial factor that can bond them to the clothing communities. The investigation revealed an essential effect of HR exercises on worker retention (Agarwal, 2018). Recompense and values have an encouraging association with workforce retention. The other study (Irshad, 2011) is based on a literature review of factors impacting workforce retention. The output of the numerous studies underlined their recommendations regarding managing rehearses that can support developing absence, workforce retention, and good standard of the job. HR rehearses comprise in the study are recompense & payments, work safety, training and improvement, manager's backing culture, labor atmosphere, and institute impartiality. The research carried out in a manufacturing company on the influence of HR practices on workforce retention revealed with optimistic affiliation between HR rehearses and workforce retention. The HR rehearses stated that studies are recompense & profits administration and prize scheme, training and advancement, and worker authorization. The research further found that the workforces remain connected longer in the company if they are in an inspiring recompense and prize scheme. Also, the researchers concluded that training increases workforce retention through a compensation and reward system (Tangthong et al., 2014). The researchers (Kakar et al., 2017) did a study, and the objectives of their study were to examine how HRM practices affect the retention of workforces in the different banking organizations in Quetta city. The study revealed substantial affiliation between HR rehearses such as emancipation, remuneration, and training and evaluation system with workforce retention. The study was conducted in Maldives retail organizations seeking to launch the impact of HR rehearses on

workforce retention. This study discloses that three HRM practices, such as professional progress, prize and acknowledgement, and well-being and safekeeping, have an encouraging and noteworthy influence on employee retention. The research findings show that when training and advancement are related to professional advancement, there is an optimistic and vital impact on staff retention. Also, when performance assessment is connected with prize and recompense, there is an optimistic and essential impact on workforce retention (Imna & Hassan, 2015).

## **5.1 Organizational Culture**

Organizational culture is the assortment of values, norms, and ways of work and behavioral patterns or attitudes among the team members. It is an assortment of traits that make an organization what it is. A good organizational culture inspires employees to perform better and stay connected with the current organization. Organizational culture led to improve performance. The culture is formed through compatible and trustworthy behaviors. Culture can be seen in the company in how the supervisor responds to an emergency, how the squad adjusts to new client wishes, and even how a supervisor amends an employee responsible for some mistakes. Organizational culture impacts all sides of the business. When organization values align with your workforce, they are more likely to enjoy happier, stayed and appreciated. It is a usual system to supervise individuals of what is anticipated at the job area. However, values do not persist motionless.

It is an active component which takes the outcome of the fluctuations happening in the atmosphere, and resultantly, new opinions, views and moods get in it with the passageway of the period (Haider et al., 2015). The study (Madueke & Emerole, 2017) conducted a study in a commercial bank in Awka where research concluded that there is a strong connection between a company's creative culture (idea creation, ability and hazard-taking) and worker retention (pledge). Idea creation, ability and hazard-taking are indispensable to a high-retention company. Workforces want to keep connected with such enterprises for their job performance development. The organizational culture is a powerful instrument for supervisors to modify the organization. They understand that tactical or organizational rearrangement is tough to accomplish except for the backing of the company's morals and social customs. Though, culture is an understated and imperceptible phenomenon. The ethos is hard to achieve and handle straight (Kerr & Slocum, 1987). Supervisors must assess the organizational culture and its dissimilar essentials and attempt to find out how ethos can be enhanced to retain more staff (Haider et al., 2015). The research in the SME sector in Pakistan strongly supports that HR supervisors and proprietors of SMEs should emphasize inspiring administrative culture to increase workforce retention and excellence of labor life in a similar period. Besides, enlightening the excellence of labor life of workforces will also minimize their quit to leave the organization. This research

emphasized that SMEs adopt tactics by emphasizing the significance of corporate culture and workforce retention (Iqbal et al., 2019). The study (Remijus et al., 2019) shows that team orientation culture positively impacts job satisfaction among the workforces of the banks, and there exists a significant positive relationship between organizational cultures such as union representation, co-worker social support, incentive program and workers retention in the banking sector.

## **5.2 Supervisor's Support**

Supervisor support is significant to the freshers. The supervisors welcoming and helpful attitude; behavior impresses the new employees. A supervisor is a person who inspires employees directly to work in the organization. Besides, the supervisor facilitates the employees how to do a job perfectly. In an organization, the supervisor supervises employees' work and ensures the quality of work. Moreover, the supervisor's leadership skill inspires the employees toward the organizational goals. It is (Eisenberger and acquaintances, 1990) recommended that a workforce's view concerning a business firm is powerfully connected to their association with the manager. If the manager cares, exposes contact, and has respectable affiliations with staff, the workforce's turnover aim will likely be minimum and more involved with the business firm. (Greenhaus, 1994).

## **5.3 Leadership**

Leadership is nothing but influencing employees toward the organization's goals. A good leader can inspire, motivate and stimulate employees in work and can achieve corporate goals and objectives. The leadership can be designated as a process to encourage the assistants in an anticipated way to attain the objectives of the company (Nanjundeswaras & Swamy, 2014). The study (Izidor, 2015) claimed that an effective leadership technique is essential for reaching corporate goals. The study further asserted that staff retention and performance could be attained by accepting suitable headship manners that align commercial tactics with employees' enthusiasm and confidence. Hence, the study urges managers to adopt leadership manners that will support the behavior and cultural customs of the expected workforce. This will push workforces to perform at their minimum contribution levels and increase their retention in organizations. Likewise, (Wakabi, 2016) discovered an association between leadership fashion and workforce retention in the organization. From the investigation of multiple observed analyses, it was recognized that a leadership tone affects the intent to quit the workforce. Henceforth, there is necessary to adopt a headship that encourages workforce retention.

## **5.4 Reward**

The employee reward is also one of the most important HR rehearses recognized by numerous writers. When employees stick to a lucrative reward process, their company presence will be more

extended. Likewise, if the workforces are satisfied with their performance, they are inclined to be a twig to their company. A study (Tirta and Enrika, 2020) concluded that reward has a necessary optimistic consequence on staff retention. Another study (Terera and Ngirande, 2014) exposed that staff rewards lead to workforce retention. The reward system stimulates the workforce and engages them in work with complete dedication and sincerity for a long time in the organization. A research study (Baqir et al., 2020) revealed that reward & recognition could engage employees for better performance in the banking organizations of Pakistan. Iqbal et al. (2017) concluded that there is an extensive association between rewards presented by an organization and worker gratification for the employees to work for the company for a long. Rewards contributed to employee motivation compared to all other factors. The research discloses that motivational features are exclusive to everybody. People are motivated by the reward to work sincerely in the organization (Mngomezulu et al., 2015).

### **5.5 Remuneration**

Remuneration is the most significant factor that influences the workforce to stay in the organization for a long time and is the top most influential factor. In a study (Iqbal et al., 2017) mentioned that workforce retention is dangerous in today's competitive advantage. Job gratification is the prime variable that makes the maximum, and minimum stages of staff retention at any business conglomerate research revealed that aids and remuneration are vital factors of employee retention at companies. Compared to other firms in the marketplace, adequate pay and support fascinate and retain the best caliber workforces. Thus, remuneration is directly associated with staff retention at any firm.

The research carried out in Uttarakhand hotel employees on the HR tactics for remuneration and financial rewards and its effect on retaining the staff. The study revealed that if workforces are gratified with remuneration and financial rewards, it manages the employees. It assumes gratification by the workforce that privileges presented against duties tested, who are at work in the guesthouses (Satyam et al., 2020).

### **5.6 Training and Development**

Training and development are the investment to the employees to make them efficient in how to do or perform a task effectively and flawlessly. Compatible training makes workforce productivity in the organization. The study (Samwel Kiptoo, 2019) revealed that training positively contributes to organizational production. In the study, the researchers (Alrazehi & Amirah, 2020) highlighted the significance of training and development as a serious factor impacting work gratification that touches workforce retention. This research contributes to increasing consciousness of the significance of training and development as a severe feature of work

gratification that is imperative, particularly about the company's capability to keep its workforce. A study in Vietnam organizations (Nguyen & Duong, 2020) revealed that training and development positively affect young workforce retention. The study further finds that training and development are significant in Vietnam organizations because it provides an opportunity for the workforce to obtain and update the required skill and keep the employees in the organization. The policymakers recommend that strategy creators realize that new staff retention does not come by chance; it must be completed. If training and development are implemented and sustained, young workforce retention is the outcome.

### **5.7 Career Development Prospects**

Career development prospects are a pathway indicating future developing opportunities in an organization. The study findings (Kiptoo, 2019) conclude that career development positively contributes to organization production. Career growth is essential for both the staff and the owner (Hall, 2002). Job advancement is a shared profited procedure as it provides crucial results to employers and workforces (Kyriakidou & Ozbilgin, 2004). To obtain and uphold competitive benefits, a company needs essential brilliant & industrious workforces, and these staffs require occupation advancement to improve and nurture their proficiencies (Prince, 2005).

### **5.8 Employee Recognition**

Recognition stimulates employees' blood to work more sincerely with dedication in the organization. The study (Mngomezulu et al., 2015) discovered that acknowledgment directly impacts retention. The study further shows that emotional factors are unique to all. Employees are inspired by acknowledgment to do more work in the company. The research shows that there is a significant association between acknowledgment and motivation aspect. Consequently, this means that if more emphasis is on acknowledgment, it could ultimately influence retention.

## **6. The HRM Practices, Job Gratification and Employee Retention Model**

Every organization can only survive by keeping a skilled workforce. However, this is the greatest challenge for business organizations. When workforces are trained and captured the idea of performing the job efficiently, they are inquisitive, searching for better job opportunities elsewhere. With the development of industrialization and fighting with their counterparts, each business conglomerate tries to keep its best employees to obtain viable advantages. It is also evident that the workforces are the most indispensable element of any organization. Ultimately, failure and success predominantly rely on how pleased they are with their job and organization. Reviewing the present business context and workforce's mentality, the employer should decide how the employee can be gratified towards the work. The prominent multinationals of the world are now fulfilling the demands of skilled employees to stay in their business market. Besides,

employees demand trends are getting changed frequently across the world. It is observed that organizations that realize the fact and undergo it are in the domain of successful business entities worldwide.

The phenomenon of work gratification was obscure in the early industrial setup. After the industrial revolution (from about 1760 to sometime between 1820 and 1840), it became apparent and was considered to the owner as significant and pivotal. Subsequently, the Hawthorne experiment (1927-1932) by Elton Mayo discloses that the productivity of the employees is not the function of only physical conditions of work and money wages paid to them. The workforce's output depends heavily upon the gratification of the workforce in their working environment. Later on, the perception or idea of workforce gratification was initiated by Hoppock in 1935 and defined as the individual response or gratification of workforces with bodily and emotional features of their job atmosphere. The study (Hsin-Hsi Lai, 2011; Chang, 2005) mentioned in their study that supports the definition that it is the sense or tendency of the workforce toward the job atmosphere. As Hoppock stated, if the workforce is gratified with work, their staying in the organization might be longer. This aligns with Herzberg's two-factor theory (1968) and Maslow's need theory of hierarchy (1943). The two concepts replicate workforce inspiration as well as inspirational features. So, business organizations must launch training and advancement programs to increase their ability to acquire workforce work gratification. Moreover, an employer has to ensure inspiring pay and fringe benefits according to performance to uphold their work gratification (Azeez, 2017b).

The proper functions of the managers or supervisors are crucial to inspire workforces into the working systems. Frederick Herzberg's stressed the following condition to generate work gratification among the workforce by supervisors; let their chance for achieving; admit the workforce's performance; generate a job that is gratifying and that matches the ability of the workforce; provide as many tasks to all work member as needed; giving a chance to advance in the organization through inside upgrades; providing training facilities so that employee can chase the position with the organization (Azeez, 2017b). The model below unambiguously explains the clear affiliation between HR rehearses and work gratification stimulating workforce retention. It is true that if HRM rehearses are constructive in fulfilling the demands of both sides; it will stimulate the state of workforce gratification towards the work and company. The model also transparently explains and argues that if these significant HRM factors exist in the firm or company, it will inspire new workforces and encourage to keep the present employees in the business conglomerates.



## 7. Conclusion

Predominantly workforces are such a significant element that without their help, everything, including machinery and devices, is idle. Technology is also stagnant if no one can run this. It is recognized by all that these workforces or employees are the leading resources in the organization. An organization can profit when these valuable resources are appropriately utilized. However, satisfying these assets takes much work. Their demand and satisfaction depend on numerous factors. Retaining skilled employees certainly helps organizational advancement over a long time. This research attempted to find out the area of HR rehearses and workforce retention through numerous studies; still, more space remains for more investigation into HR rehearses and workforce retention. Nevertheless, it is clear that by taking the initiative, factors like good organizational culture, a supervisor's practical support, career development prospects, an effective reward system, adequate salary, compatible training and development, and recognition for outstanding performance can increase the employee's gratification. So, when satisfied with these factors, they are automatically retained in the organization. HR managers and employers should realize these significant matters for the organization's development and to keep connected with skilled employees.

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