

CHANGING WORKING DYNAMICS AND EFFECTIVE HUMAN RESOURCE PRACTICES FOR EMPLOYEE RETENTION IN INDIAN ORGANIZATIONS

R. K. Bhati^{1,*} and A. Chauhan²

^{1,2}School of Management, Ajeenkya DY Patil University (ADYPU), Pune, India.

*Corresponding author (email: rakeshbhati76@gmail.com)

INTRODUCTION

The global company's holistic paradigm shift after the pandemic has opened new economic opportunities. Therefore, the management and nurturing of human resources have become a substantial base to respond to this emerging environment. After the pandemic, the required skill sets for the work required the right person for the required jobs. Employees during the pandemic time had to double-click on their capacity for learning. If they had found their muscles were a little weak in that domain, they had to learn how to learn it to explore the new avenue for the jobs. A person–job fit approach to meaningful work and employee retention consists of matching individual self-concept with job tasks and behaviours. The self-concept–of job fit is strongly related to meaningful work. The pandemic has become more strategically aligned with companies' values, missions, and visions. Employers had started to place increased levels of focus on the methods by which they can assess and improve the performance of an employee through initiatives such as equal employment opportunities and affirmative action policies. It has created a diverse workforce within which all employees feel appreciated and valued. Results from this paper will assist in developing influential HRM retention determinants for organizations. Employee retention is an essential strategic tool for corporations. It may improve employers' chances of selecting employees who will become committed to their organization and improve their ability to retain highly skilled and motivated employees. The objectives of the study are to study the relationship between HR practices and retention and to study the current human resource practices regarding the retention of employees in Indian organizations. HRM is a complex issue, and the theoretical model presented cannot represent this complex phenomenon because several extraneous, uncontrolled factors could influence the model variables (Arthur & Boyles, 2007).). The paper primarily concerns the retention management of employees in medium/large organizations. The data collected for the model to study intention to stay demonstrate motivated behaviour in terms of desire to remain in the organization were cross-sectional, so causality cannot be definitively determined. Moreover, the study is limited to information technology, infrastructure, higher education, manufacturing, logistics, and public sector industries. Hence, the results cannot be fully generalized due to the small number of companies. Change constantly occurs in the practice of HRM, it has been severely challenged due to a series of inexorable reforms. In contemplating the future prospects of HRM, it is worthwhile to examine the developments and directions of HR policies regarding their relevance to the modern workforce, especially in attracting and retaining employees (Evan, 2001). Employee retention is not an unexplored area. Many experts, authors, and researchers have examined, explored, and studied many aspects of this field. The review of the existing literature acknowledges that successful organizations share a fundamental philosophy of valuing and investing in their employees (Budhwar & Mellahi, 2007). Several studies also suggest that high-involvement work practices will enhance employee retention. Retention of employees can be a vital source

of competitive advantage for any organization (Samuel & Chipunza, 2009; Taylor, 2002). In addition, 'retention' and 'turnover' are strongly related to an organization's goodwill and reputation as a potential employee. Employee turnover continues to be among business leaders' most unappreciated and undervalued issues. Organizations now realize retention is a strategic issue and represents a competitive advantage. As the retention of talent with critical skill sets is acknowledged by organizations as vital for the achievement of business growth and the building of organizational competencies, some organizations strive to be the 'employer of choice' by creating a positive environment and offering challenging assignments that foster continued personal growth.

METHODOLOGY

The main objective of this study is to investigate and determine the influence of human resource practices on the retention of employees in Indian organizations. To successfully achieve this aim, this study involved in-depth interviews of human resource managers or representatives of Indian companies using a structured interview schedule, which incorporated a list of HRM best practices on retention. The preliminary instrument (Questionnaire) was developed following an extensive review of the literature on the relationship between retention and human resource practices. The questionnaire included sixty-six statements covering the factors under study. The criteria for the sample were set on the basis that the size of the organization and the years of the establishment at least they may have adequate human resource systems. Organizations were selected from infrastructure, logistics, IT and ITES, auto, education, retail, and manufacturing. This ensured a broad spectrum of industries.

RESULTS AND DISCUSSION

The analysis includes demographic profiles, means, standard deviation, construct validity and reliability, and the factor analysis and correlation analysis results. The sample was not severely skewed for this study, so no data transformation occurred. The demographic data of the respondents depicted the proportion of gender, age, length of service, and educational qualification of the participants, the different types of industry segments, and the different occupations of the participants. A total of six hundred (600) employees were approached for the survey, out of which 356 employees responded, of which seventy-three (73) percent were male and twenty-seven (27) percent were female. The respondents' occupations comprised 07 percent administrators, 07 percent HR, 08 percent engineers, 19 percent managers, 22 percent executives, 11 percent supervisors, 08 percent professors, and 18 percent belonged to the service category. The eleven independent variables are person-organization fit (selection), remuneration and recognition, Training and development, challenging assignments, performance management, leadership behavior, organizational policies & culture, teamwork relationship, communication, organizational loyalty, and pride; work environment was selected for the factor analyzed, i.e., principal components with varimax rotation. The data analysis includes analysis of the collected data by applying Pearson correlation coefficient on various determinants. The outcome and interpretation of the analyzed data show that the calculated value of 0.826 between age and experience shows a strong relationship. The factor of a strong retention relationship is shown only for one factor, commitment, as indicated by calculating a correlational value of 0.700. Retention has less significant or weak relations with other variables for other factors. For other factors of commitment and retention, the values are less significant. The factor commitment shows a weak and adverse relationship with variables

like experience, qualifications, industry, and occupation. The result of factor analysis supports the factorial independence of eight of the eleven constructs. The two dependent variables, organizational commitment and intention to stay (turnover intention), were also factor analyzed (varimax rotation) separately. As a result of the exploratory factor analysis, several items were deleted due to cross-loadings. Cross loadings of <0.30 were deleted as they were not considered adding to the measure, reducing the independent and dependent variables to ten factors. The ten factors included organizational fit (selection), remuneration and recognition, Training and career development, performance management, leadership behavior, organizational culture and policies, effective communication, working environment, organizational commitment, and intention to stay.

Table 1 shows Cronbach's alpha values for both independent and dependent variables. While the scales remuneration and recognition and Training & development in the study were found to be reliable ($\alpha \Rightarrow >0.7$) and all other scales were found to be good ($\alpha \Rightarrow >0.8$)

Table 1 Reliability test of instruments

Variables	No. of Items	Items dropped	Cronbach's Alpha
Organisational fit (Selection)	4	0	.851
Remuneration & Recognition	4	1	.788
Training & Career Development	3	0	.772
Performance Management	3	0	.837
Organisational Leadership	8	0	.920
Organisational Policies & Culture	9	0	.927
Communication	4	0	.929
Working Environment	4	0	.876
Organisational Commitment	8	3	.821
Intention to stay (Retention)	5	0	.858

Descriptive statistics are displayed in Table 2. The standard deviations of items of the scales of main study variables ranged from .971 to 1.748, suggesting that none of the measures were marked by excessive restrictions in range. It is important to note that three variables, challenging assignments, team relationships, and organizational loyalty, were removed from further analysis after the factor analysis outcome.

Table 2 Descriptive statistics of HRM variables

	Mean	Std.	Skewness	Kurtosis		
	Statistic	Deviation	Statistic	Std. Error	Statistic	Std. Error
Selection	21.28	4.255	-.735	.129	.098	.258
Remuneration	13.58	3.731	-.323	.129	-.510	.258
Training	14.17	3.750	-.358	.129	-.617	.258
Performance	13.12	3.804	-.451	.129	-.090	.258
Org leadership	40.49	8.830	-1.052	.129	1.357	.258
Org Policies & Culture	47.23	9.994	-1.000	.129	1.026	.258
Communication	20.23	5.339	-1.004	.129	.470	.258
Work Environment	20.67	4.774	-.600	.129	-.086	.258
Commitment	26.62	5.277	-1.173	.129	1.535	.258
Retention	25.44	6.441	-.783	.129	.176	.258

$N = 356$

CONCLUSIONS AND IMPLICATIONS

A hybrid work model depends on its employees' organizational requirements and overall productivity. However, the organization opted for these changing dynamics of shifting workspaces from physical to virtual settings, which leads to identifying some critical factors for employee retention; possesses skills, knowledge, and abilities that are relatively rare or irreplaceable to ensure the success of the organization, are central to the productivity and wellbeing of the organization, provides a competitive edge to the organization, supports the organizational culture and vision and are innovative and customer-focused. The findings of this paper revealed a significant positive co-relationship between certain factors and organisational commitment. These specific factors consisted of two bundles of practices: HR factors (person-organisational fit (selection), remuneration, reward and recognition, training and career development, performance management, and organisational factors (leadership behaviour, company culture and policies, effective communication, and good work environment). However, they require autonomy and opportunities to mentor so that they can make a more significant contribution to the organisation.

Keywords: Employees, human resource practices, organizations, retention

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