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ROLE OF HR PRACTICES, JOB SATISFACTION, AND ORGANIZATION COMMITMENT IN EMPLOYEE RETENTION

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ABSTRACT

In today's working environment individuals have different aspirations to fulfill this employee's change their jobs constantly. Thus there is a problem of employee retention. The study was undertaken to find out the role of different variables such as HR practices, job satisfaction and organization commitment in managing employee retention. Survey instrument using likert scale was used to collect data. The sample size for the study was 180 employees of selected IT firms in Bangalore. One way anova and correlation statistics were used to derive the result. The study found that HR practices and Job satisfaction significantly influence Organizational Commitment and in turn Organization Commitment significantly influence Employee retention. The study suggests that organizations should strive to have good HR practices in place and keep all employees satisfied. It would help the organizations to have committed employees in organization and in turn it would contribute in retaining the employees.

KEYWORDS

employee retention, hr practices, job satisfaction, organization commitment.

1. INTRODUCTION

 Organizations of today are identifying the significance of human resources like never before. Many have realized the fact that employees are the assets of the organization. Right Employees are the real need of any business of the day to reach its objectives and earn the profit. No doubt that employees fall into the asset side of the balance sheet of every organization. People are the means to earn profit in the organization. Therefore, it is utmost important that right employees are attracted, developed and retained in the organization. Employee retention is the buzzword in Human Resource Management. An organization's ability to retain its employees is closely related to its ability to achieve high performance levels and earn greater business results. Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Every organization invests time and money to groom a new joiner, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained. That is why it is very important to understand the role of key factors in employee retention. The present study empirically tests the role of HR Practices and Job Satisfaction in Organization Commitment and its impact on the Employee Retention.

2. LITERATURE REVIEW

2.1 Employee retention

Dahlgard and Eskildsen (2000) in their study observed that employees who are satisfied with their jobs are more dynamic, resourceful and are likely to be retained by the company. Elangovan (2001) noted that the concept of job satisfaction and organizational commitment being casually related has not been incorporated in most turnover model

2.2 HRM Practices and Organization Commitment

Numerous researchers have observed the relationships between HRM practices and organizational commitment. Paul and Anantharaman (2004) observed that HRM practices and organizational commitment have a positive relationship among the software professionals. Wright and Kehoe (2007) concluded that commitment to goals, to the job, to the supervisor, or to the workgroup might play as significant a role as commitment to the organization. The study suggested that a broader view of the potential commitments could be impacted by HR practices and that might be related to firm performance. The authors opined that people make sense of the HR practices they experience, and this will have influence on their commitment

2.3 Job Satisfaction and Organization Commitment

Coetzee, Tladinyane, & Ferreira (2011) found that employees who are satisfied with pay, promotion, supervision, fringe benefits, contingent rewards feel more emotionally attached to their organizations. The study concluded that there is a positive relationship between job satisfaction and Organization Commitment. Meyer et.al(2002) found the strongest correlation between affective commitment and overall job satisfaction.

2.4 Organization Commitment and Employee Retention

Van Dyk, J., & Coetzee, M. (2012) found that employees satisfaction with retention factors has a significant relationship with their organizational commitment and that the biographical groups differ significantly in terms of the variables. Employees who are happy with their jobs are improbable to leave compared to employees who are unhappy. Employees who are unhappy will more than likely leave the organization (Chen et al., 2011; Kim & Jogaratnam, 2010; Yücel, 2012). Affective commitment involves being happy with one's job and the desire to remain in the organization.

3. RESEARCH OBJECTIVES

The present research has been undertaken to fulfill the following objectives:

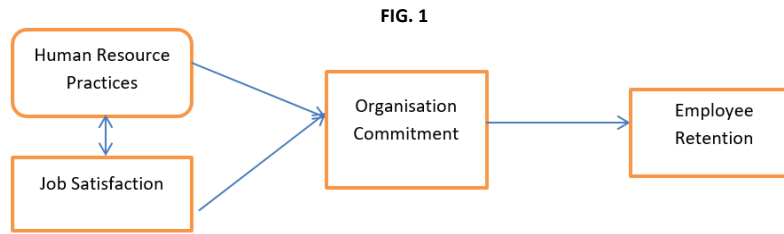
1. To examine the role of HR practices and Job Satisfaction in Organization Commitment
2. To analyze the impact of Organization Commitment towards Employee Retention

4. RESEARCH HYPOTHESES

The objectives of the study are empirically tested and statements of hypothesis for this study are as follows:

- H₁: HR practices will significantly influence Organizational Commitment
 H₂: Job Satisfaction will significantly influence Organizational Commitment
 H₃: Organization Commitment will significantly influence Employee Retention

5. CONCEPTUAL FRAMEWORK



6. METHODOLOGY

For the study the target population was identified as employees of IT companies in Bangalore. List of employees provided by the companies was the sampling frame. Simple random sampling was used for the purpose. The sample size was 180 employees of selected IT companies in Bangalore. The data was collected using a survey instrument using 1 to 5 Likert scale ranging from Strongly disagree to Strongly agree. Four constructs were used in the study. They are HR Practices, Job Satisfaction, Organization Commitment and Retention. **HR Practices** Scale was adapted from Edgar & Geare (2005); **Job Satisfaction** Scale was drawn from Minnesota Satisfaction Questionnaire Weiss, Davis, & England (1967). **Organisational Commitment** scale was adopted from the Organisational Commitment Questionnaire of Mowday et al (1979). **Retention** scale was adopted from Mobley, Horner, & Hollingsworth (1978). Primary data collected for the purpose of analysis have been checked, coded, classified and tabulated by following the statistical procedures. Analysis and interpretation of primary data are based on the tabulated data. The raw data was analyzed using SPSS 20.

7. RESULTS AND DISCUSSIONS

The reliability analysis of the scales Cronbach alpha was found, as it is shown in table 1 it is in the acceptable range of 0.76 to 0.97 (Nunnally, 1978). Thus the scale found to be reliable.

TABLE NO. 1: CRONBACH'S ALPHA

Item	Items scale summated	Cronbach's Alpha
Human Resource Practices	5	.972
Job Satisfaction	4	.973
Organisation Commitment	5	.890
Employee Retention	4	.762

In order to examine the role of HR Practices and Job Satisfaction towards Organization Commitment, ANOVA was performed. In this regard, HR Practices and Job Satisfaction were considered as dependent variable and Organization Commitment was considered as the factor. The results of ANOVA are displayed in the following table no 2.

TABLE NO. 2: ANOVA

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Human Resource practices	Between Groups	150.082	16	9.380	59.847	.000
	Within Groups	25.548	163	.157		
	Total	175.629	179			
Job Satisfaction	Between Groups	153.355	16	9.585	66.682	.000
	Within Groups	23.429	163	.144		
	Total	176.784	179			

The results revealed that both HR Practices and Job Satisfaction are significant with Organization Commitment. Hence H1 and H2 are accepted. This is in accord with the study Dossava (2011) who evidenced that HR Practices and Job Satisfaction are significant with Organization Commitment

TABLE NO. 3: CORRELATIONS

Correlations		Organisation Commitment	Employee Retention
Organisation Commitment	Pearson Correlation	1	.895**
	Sig. (2-tailed)		.000
	N	180	180
Employee Retention	Pearson Correlation	.895**	1
	Sig. (2-tailed)	.000	
	N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

In order to examine the correlation between Organization Commitment and Employee Retention, Pearson Correlation test was performed. The result in the table no.3 reveals that both Organization Commitment and Employee retention are positively correlated with 89.5%. Hence H3 is accepted.

8. IMPLICATIONS FOR MANAGERS AND RECOMMENDATIONS

The present study suggests that good human resource practices and employee job satisfaction will increase organizational commitment and it in turn will ensure employee retention. Therefore, the relationship the researchers observed between these constructs are critical for managers who are interested in retaining the staff they have identified as key, talented employees.

9. CONCLUSION

The present study highlights the significant role of human resource practices and employee satisfaction in employees' commitment to their organizations and in turn their retention. In future researchers need to replicate these findings with broader samples and analysis of the constructs can be done with respect to the demographic variables. Based on the encouraging conclusions of this study, future empirical investigations can be conducted relating to retaining key and talented employees.

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