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UNDERSTANDING THE LINK BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE LOYALTY

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ABSTRACT

This study aims to explore the impact of the human resource management practices (HRM) on employee loyalty in spinning Mills. The scope of the study is confined only to the lower level employees perception on Implementation of Human resource management practices in spinning mills. The researchers adopted random sampling method for collecting data from the employees. This study identified six important dimensions of Human resource management practices. These are: Incentives, Communication, Employee suggestion, Grievance and Redressal, Trust, career development. Among the important dimensions, except incentive, all Human resource management practices have significant influence on employee loyalty. Furthermore, incentive of highly viewed Human resource management dimension among the employees. The findings of the study would help the human resource manager to implement Human resource management practices in different industries.

KEYWORDS

career development, communication, employee suggestion, incentive, trust.

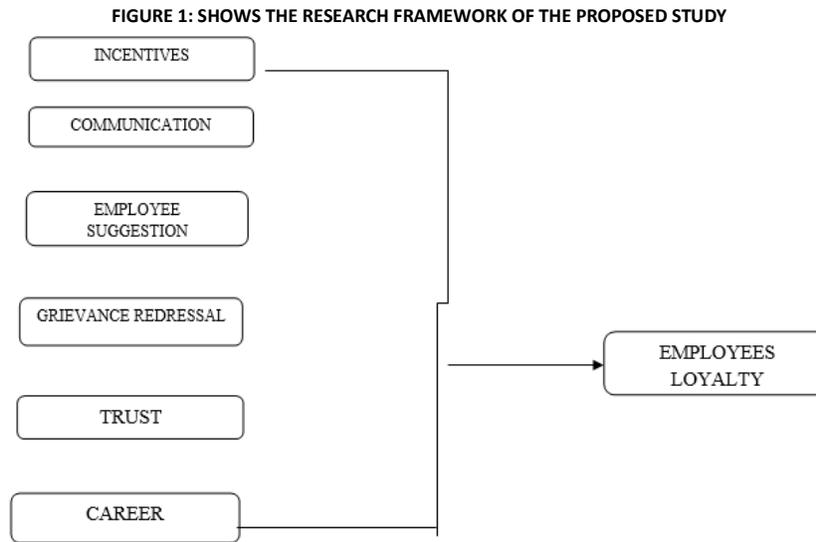
INTRODUCTION

Human resource management may have a significant influence on the company's success and its competitive position in the market. (Becker and Huselid, 2006; Wright et al, 2001). Several studies in the field of Human resource management support the relationship between high-commitment HR practices and performance. (Guest, 1997; Guthrie, 2001; Huselid, 1995; Mitchell et al, 2013; Razouk, 2011). Human resource (HR) practices have been recognized by several scholars as an important function in enhancing organizational productivity and performance (Petrescu and Simmons, 2008). Furthermore, several researchers view human resource management (HRM) as a means of sustaining competitive advantage for organization; (Zheng, 2009; Chang and Huang, 2005). The organizations manage their human resources impact various criteria of organizational performance (Combs et al, 2006) HRM practices are communications from an employer to an employee (Bowen and Ostroff, 2004) HRM can be defined as "all activities associated with the management of people in firms (Boxall and Purcell, 2008, P.1) Human resource management (HRM) has come to acknowledge as one of the significant functions in assisting the performance of the organization. (Jain et al, 2009; Petrescu and Simmons, 2005). Today, several researchers view HRM as a means of sustaining competitive advantage for organizational (Zheng, 2009; Chang and Huang, 2005; Chandrakumara Sparrow, 2004) The perception of HR practices refers to the extent to which one perceives that the organization, Offers him/her any set of given HR practices (Boon et al, 2011) Several studies have shown a positive relationship between HRM practices and employee commitment (Allen et al, 2003) Prior studies have revealed that employees who are offered flexible work options have higher levels of organizational commitment, (Anderson and Kelliher, 2009). Several studies have found that performance evaluation has a positive relationship with organizational commitment. (Appelbaum et al, 2000; Chai-Amonphaisal and Ussahawanitchakit, 2008; Slocombe and Bluedorn, 1999) All the practices that lead to superior performance have variously been termed "High performance work systems or practices", (Appelbaum and Batt, 1994), "High-investment practices" (Lawler, 1986), "Best HRM practices", (Pfeffer, 1994), "High commitment practices", (Wood, 1996) several authors (Boscker and Gerhart, 1996; Wright and Sherman, 1999; McMahan et al, 1999; Delery and Shaw 2001) have indicated that there is a lack of understanding about the process through which HRM created organizational value and increases performance. Several studies have examined on the relationship between individual HR practices and organizational effectiveness, such as staffing, (Terpstra and Ruzell, 1993), promotion systems (Ferris et al, 1998) goal setting (Terpstra and Ruzell, 1993), Training (Russel et al, 1985; Bartel, 1994) Compensation (Gerhart and Milcovich, 1990; Banker et al, 1996).

REVIEW OF LITERATURE

Delery and Doty (1996), an established that HRM policies positively influence organisational performance. Several studies have reviewed previous empirical research (Becker and Gerhart, 1996; Dyer and Reeves, 1995; Paauwe and Richardson, (1997) concluded that previous studies have revealed varying degrees of positive relationships between a firm's HR practices and financial performance. Fingold et al, (2000), revealed that best HRM practices in the hotel sector of the USA are career development and vocational education. Freeman, Kleiner and Ostraff, (2000) revealed that HR practices have a positive effect on employee satisfaction at the organisational level. Boselie et al, (2001) revealed employee satisfaction, and motivation, as HRM mediating outcomes between HRM policies and organisational performance. Studies conducted by Rousseau and Fried (2001), Tsui, (2004), Shapiro et al, (2007) suggested that future researchers should examine best HRM practices in different geographical settings. Devine et al, (2007), and Boluk (2013) found that five best HRM practices in the hotel sector. These are: Equal employment opportunities, managing diversity, in-depth induction programmes, Training and development and socialisation activities. Finegold et al, (2000) revealed that best HRM practices in the hotel sector of the USA are career development and vocational education Sledge et al, (2008) revealed that four best HRM practices in Brazil's hotel sector are training and development, good working conditions, fair compensation system and employment security.

PROPOSED RESEARCH MODEL



OBJECTIVES OF THE STUDY

The objectives of the study are to investigate the antecedents of HRM practices and its impact on employee loyalty.

RESEARCH METHODOLOGY

The scope of the study is confined only to the lower level employees working in Spinning mills situated in erode district. The spinning mills were identified based on the following criteria. A spinning mill should be registered under companies Act 1956 and a spinning should have obtained ISO-9000 quality certification and a spinning mill should have implemented HRM practices. Of the 30 firms initially contacted that fulfilled the criteria, 20 spinning mills agreed to participate in the study. This data has been collected from lower level employees of these 20 spinning mills. The researchers approached each and every employee and explained the purpose of the study before collecting data. The researchers employed interview schedule method for collecting data from the employees. The questionnaire consists of three important components, first part of the questionnaire covers a demographic profile of the employees, Second and third part of the questionnaire covers variables relating to HRM practices and its consequences. The researchers obtained sample frame from the top management and collected data through random sampling method. The researchers distributed 200 questionnaires to the respondents. Even though researchers made several efforts to collect data from the employees, only 150 questionnaires have been collected. Therefore, the response rate of the questionnaire is 67%. This study has been conducted from the period of November 2016 to March 2017.

PROPOSED HYPOTHESIS

This study is approached with the following proposed hypothesis

- H₀₁: Incentive does not have a positive impact on employee loyalty.
- H₀₂: Communication does not have a positive impact on employee loyalty.
- H₀₃: Employee suggestion does not have a positive impact on employee loyalty.
- H₀₄: Grievance and redressal does not have a positive impact on employee loyalty.
- H₀₅: Trust does not have a positive impact on employee loyalty.
- H₀₆: Career Development does not have a positive impact on employee loyalty.

The demographic profile of the respondent is exhibited in Table No 1.

TABLE NO. 1: DEMOGRAPHIC PROFILE OF THE EMPLOYEES

S. No	Profile Variables	Description	Percentage
1	Gender	Male	81
		Female	19
2	Monthly Salary	Below Rs.20,000	17
		Rs. 20,000-Rs.30,000	43
		Rs.30,000-Rs.40,000	39
		Above Rs.50,000	1
3	Department	Human resource department	27
		Finance department	31
		Production department	20
		Marketing department	22
4	No of years working in the organization	Less than 2years	38
		2 to 4 years	48
		4 to 9 years	20
		Above 10 years	1
5	Educational qualification	Arts Qualification	42
		Science Qualification	22
		Engineering Qualification	36
6	Age of the respondents	Less than 25 years	18
		25 to 35 years	29
		35 to 45 years	10
		Above 45 years	38

Overall, 81 percent of our sample was male, 43 percent of the employees earned a monthly salary around Rs. 20,000 to Rs. 30,000. In total, 27 percent were human resource department staff, 10 percent were finance department staff, 20 percent were production department staff and 22 percent were marketing department. 48 percent of the employees working in the organization more than 2 to 4 years, 42 percent of the employees had Arts qualification, 29 percent of the employees falling the age group under 25 to 35 years.

RELIABILITY ANALYSIS

This type of analysis refers to the internal consistency of the factors. (Chu and Murramann, 2006). As it can be observed from the result of the study the values of Cronbach Alpha exceed the minimum 0.6 score (Nunnally, 1978). Table No 2 exhibits Reliability dimensions of HRM practices

TABLE NO. 2: RELIABILITY DIMENSIONS OF HRM PRACTICES

S. No	Dimensions	No. of original items	No. of items required	Cronback alpha
1	Incentives	5	5	.83
2	Communication	3	3	.87
3	Employee suggestion	2	2	.88
4	Grievance and redressal	2	2	.87
5	Trust	2	2	.81
6	Career development	2	2	.82

FACTOR ANALYSIS

A principal component factor analysis with varimax rotation was performed on the sixteen items that accessed the HRM practices. The statistical test result (KMO=.603, Bartlett's test of sphericity=200.555, Significant=.000) revealed that factor analysis method was suitable. Therefore, the 16 items were reduced into 6 factors with the eigen values greater than 1. The resultant factor analysis explained 54.314 of the item variance. The KMO and Bartlett's Test, Communalities and six factors and the loadings are listed in Table 3,4 and 5 respectively.

Table No 3 reveals KMO and Bartlett's test result

TABLE NO. 3: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.603
Bartlett's Test of Sphericity	Approx. Chi-Square	200.555
	Df	120
	Sig.	.000

COMMUNALITIES

TABLE NO. 4

	Initial	Extraction
v1	1.000	.411
v2	1.000	.577
v3	1.000	.422
v4	1.000	.486
v5	1.000	.645
v6	1.000	.571
v7	1.000	.573
v8	1.000	.446
v9	1.000	.577
v10	1.000	.696
v11	1.000	.476
v12	1.000	.515
v13	1.000	.566
v14	1.000	.554
v15	1.000	.616
v16	1.000	.560
Extraction Method: Principal Component Analysis.		

The result of factor analysis is exhibited in Table No 5

TABLE NO 5: RESULTS OF FACTOR ANALYSIS

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.372	14.825	14.825	2.372	14.825	14.825	2.106	13.162	13.162
2	1.473	9.207	24.032	1.473	9.207	24.032	1.374	8.590	21.753
3	1.349	8.434	32.466	1.349	8.434	32.466	1.368	8.548	30.301
4	1.235	7.719	40.185	1.235	7.719	40.185	1.322	8.260	38.560
5	1.142	7.135	47.320	1.142	7.135	47.320	1.269	7.930	46.491
6	1.119	6.994	54.314	1.119	6.994	54.314	1.252	7.823	54.314
7	.979	6.121	60.435						
8	.960	5.999	66.434						
9	.934	5.840	72.274						
10	.764	4.774	77.048						
11	.709	4.430	81.477						
12	.704	4.397	85.874						
13	.671	4.194	90.069						
14	.586	3.662	93.731						
15	.525	3.284	97.015						
16	.478	2.985	100.000						
Extraction Method: Principal Component Analysis.									

The results of scree plot are exhibited in the following Figure No 2.

FIGURE NO. 2: SCREE PLOT

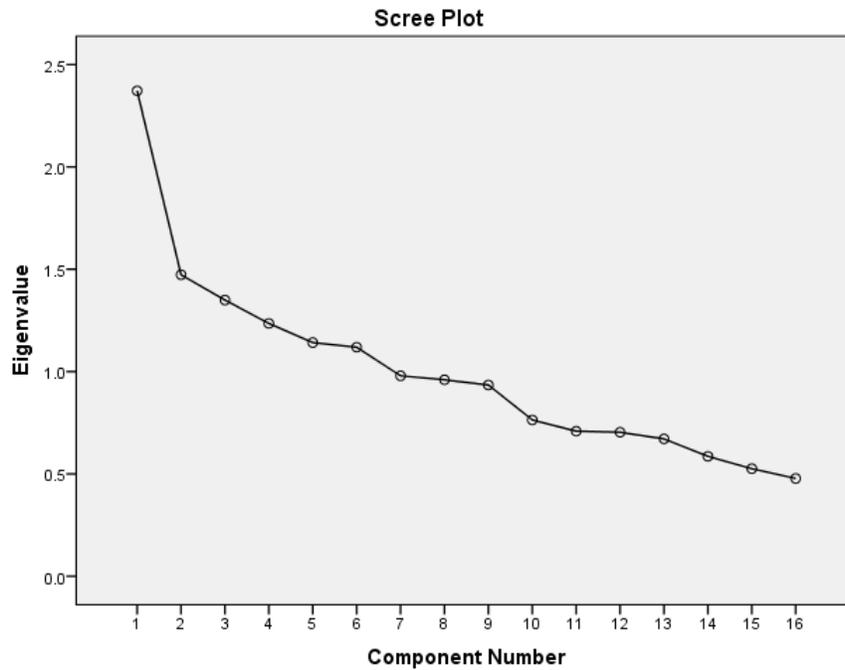


Table No 6 reveals the rotated component matrix output

TABLE NO. 6

Rotated Component Matrix ^a						
	Component					
	1	2	3	4	5	6
v11	.650					
v1	.608					
v3	.594					
v9	.563					
v2	.433					
v16		.724				
v6		.604				
v5		.518				
v7			.643			
v8			-.605			
v10				.812		
v4				.435		
v12					.670	
v14					.649	
v13						.732
v15						.479

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 10 iterations.

The factor one 1 which was labelled as personal interaction was composed of ‘incentive’ five items were loaded and accounted for 13.162 percentage of the variance. The factor two comprised as three items that related to the ‘communication’ and accounted for 8.590 percentage of the variance. The factor three which was labelled as ‘personal interaction’ was composed of two items and accounted for 8.548 percentage of the variance. The factor four which was labelled as ‘grievance redressal’ was composed of two items and accounted for 8.260 percentage of the variance. The factor five which was labelled as ‘personal interaction’ was composed of trust two items were loaded and accounted for 7.930 percentage of the variance. The factor six which was labelled as Career development two items were loaded and accounted for 7.823 percentage of the variance.

LINKAGE BETWEEN HRM PRACTICES AND EMPLOYEE LOYALTY

Multiple regression analysis was carried out to explore the linkage between employees perception on HRM practices and employee loyalty. The factor score of the HRM practices obtained in the factor analysis represented as independent variables Whereas employees loyalty considered dependent variables. Table No 7 reveals model summary of regression analysis

TABLE NO. 7: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.614 ^a	.377	.351	.470

a. Predictors: (Constant), Career development, Trust, Incentive, Grievance redressal, Employee suggestion, Communication

Table No 8 reveals results of ANOVA table

TABLE NO. 8: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	19.142	6	3.190	14.429	.000 ^b
	Residual	31.616	143	.221		
	Total	50.758	149			

a. Dependent Variable: Employee loyalty
 b. Predictors: (Constant), Career development, Trust, Incentive, Grievance redressal, Employee suggestion, Communication

TABLE NO. 9: LINKAGE BETWEEN HRM PRACTICES AND EMPLOYEE LOYALTY

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.479	.352		1.361	.176	
	Incentive	.037	.081	.038	.460	.646	1.556
	Communication	.204	.061	.272	3.340	.001	.656
	Employee suggestion	.135	.054	.170	2.495	.014	.944
	Grievance redressal	.175	.044	.267	3.996	.000	.976
	Trust	.151	.048	.209	3.146	.002	.990
	Career development	.184	.047	.266	3.948	.000	.956

a. Dependent Variable: Employee loyalty

It is thus, evident from the adjusted R² that the model explains 35.1 percent of the variance employee loyalty. The ANOVA Table revealed that multiple regression model is statistically significant. It is inferred from table, Communication (β=.272, t=3.340, P<.05) significantly influencing employee loyalty, Grievance redressal (β=.267, t=3.996, P<.05) significantly influencing employee loyalty, Career development (β=.266, t=3.948, P<.05) significantly influencing employee loyalty, Trust (β=.209, t=3.146, P<.05) significantly influencing employee loyalty, Employee suggestion (β=.170, t=2.495, P<.05) significantly influencing employee loyalty. This study accepts the hypothesis that there is no significant difference between incentive and employees loyalty.

Correlation matrix HRM practices along with Mean and standard deviations are exhibited in Table No 10

TABLE NO. 10: CORRELATION MATRIX

	Mean	Standard deviation	1	2	3	4	5	6	7
Incentives	3.57	.595	1						
Communication	3.30	.777	.582**	1					
Employee suggestion	3.36	.731	.196**	.133	1				
Grievance and redressal	3.25	.889	.075	.046	-.018	1			
Trust	3.24	.806	.016	.158	-.042	.052	1		
Career development	3.42	.844	.110	.104	.138	.124	-.130	1	
Employee loyalty	3.43	.584	.282**	.369**	.236**	.323**	.224**	.349**	1

Among the six dimensions of HRM practices, Incentives had the highest mean score (3.57), that was followed by Career development (3.42), Employee suggestion (3.36), Communication (3.30), and Trust (3.24). From correlation table, it is inferred that there is no multi Collinearity problem in the data.

TABLE NO. 11: TESTING OF HYPOTHESIS

The Researchers tested the Hypothesis with the help of Multiple Regression.

Serial no	Hypothesis	Beta	t	Results
H ₀₁	Incentive do not have positive impact on employee loyalty	.038	.460	Accepted
H ₀₂	Communication do not have positive impact on employee loyalty	.272	3.340	Rejected
H ₀₃	Employee suggestion do not have positive impact on employee loyalty	.170	2.495	Rejected
H ₀₄	Grievance redressal do not have positive impact on employee loyalty	.267	3.996	Rejected
H ₀₅	Trust do not have positive impact on employee loyalty	.209	3.146	Rejected
H ₀₆	Career development do not have positive impact on employee loyalty	.266	3.948	Rejected

CONCLUSION

The present study presented a positive correlation between HRM practices and employee loyalty and a causal relationship was determined between the variables with the help of multiple regression analysis. This study identified six important dimensions of HRM practices. These are; Incentive, Communication, Employee suggestion, Grievance redressal, Trust, Career development with regard to mean score of HRM practice incentives was found to be highly perceived dimension among spinning mills lower level employees. Since the mean score of employee trust is minimum (3.24), the management need to improve trust dimensions among spinning mills employees. Furthermore, this study found that there is a significant influence on communication, employee suggestion, grievance redressal, trust, career development on employee loyalty. This study considers only limited variables of HRM practice. In future HRM more number of variables relating to HRM practice may be considered. This study examines the influence of HRM practice on employee loyalty. Future research should examine other factors that may affect the relationship between HRM practice on employee’s satisfaction, employee’s morale, employee’s motivation, etc.

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