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EXAMINING THE INFLUENCE OF HUMAN RESOURCE PRACTICES ON EMPLOYEE LOYALTY

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ABSTRACT

The main purpose of this study was to examine the influence of human resource practices (HRM) practices on employee loyalty. This study was conducted using self-administered questionnaire. Using a cross-sectional study, a total of 155 valid questionnaire were collected using systematic sampling method. The study has been conducted from the period of January 2018 to February 2018. This study identified eight important dimensions of human resource management practices. These are: Training and Development, Selection, Appraisal, Employee involvement, Human resource (HR) system, Employee participation and Job design. The findings revealed that employee participation, employee involvement and training and development are highly influencing the employee loyalty and thereby enhancing the internal efficiency.

KEYWORDS

appraisal, employee involvement, employee participation, human resource system, job design.

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INTRODUCTION

Human resource is the management of people within the organisations, focusing on policies and on systems. HR departments concentrates on maximising the employee productivity Human resource activities emphasises "four generic activities of all organisations" namely selection/promotion/placement process, reward process, development process and performance appraisal. (Tichy et al., 1984). Good HRM practices are instrumental in helping achieve departmental objectives and enhance productivity. (Guest's 1997). Human resource practices are functional activities and strategic plans that enable improved services to employees and increased profitability for the employer. Numerous studies found that the human resource (HR) practices enhance organisational performance (Marchington and Grugulis, 2000; Dyer and Reeves, 1995; Richardson and Thompson, 1999; Wood, 1999). Several studies examined the relationship between HR practices and organisational growth originates in US. (Arthur, 1994; Huselid, 1995; MacDuffie, 1995; Ichniowski et al., 1993; Youndt et al., 1996). Researchers established that the trust factor is found in every human resource activity- training and development, compensation, promotion, placement and performance appraisal (Robinson and Rousseau, 1994). In early 1980s, the concept of human resource management (HRM) emerged with two basic paths of research among the direct and indirect relationship between human resource management and organisational performance (Schuler and Jackson, 1999). Research shows that perception towards organisations HR activities directs the organisational inducement that has its direct impact on employee attitude and organisational relationship. (Allen et al., 2003). Employee loyalty can be measured by the factors like Employee turnover, employee productivity and customer feedback and these dimensions are considered as the interpersonal and social determinants of fairness (Greenberg 1993). Several studies conceptualized that the HRM practices are sometimes an alternative for unionisation. If the employees are provided with requirements, the need for trade unions will be reduced (Alina Ileana Petrescu and Rob Simmons, 2008, Eisenberger et al., 1986; Allen et al., 2003). HR practices has become the sources of competitive advantage by their impact on employees' productivity and their involvement towards business objectives. (Huselid et al. 1997). HR practices may moderate the association among human resource and achieving enriched performance (Guest's 1997). Hence it is concluded that the HR activities deliver the strong signals to employees about the organisations trust upon them and employees commitment towards the organisation. (Saini, D., and Budhwar, P. 2004). The relationship between employee fairness and HR practices is significantly influenced by the organisational culture (Arthur, 1994), examines that the HR activities laid the base for employee behaviour and attitudes by enhancing 'psychological links' among organisational and employee outcomes. Trust is considered to be the important factor and it allows the employees mutual relationship upon the organisation to increase, thus breaking through the internal boundaries between management and employees (Mishra 2006).

REVIEW OF LITERATURE

Researchers have established different definition for influence of HRM practices. Arunprasad P (2017) analysed the influence of strategic HRM and knowledge management activities of software companies in India. The study concluded that innovation, creativity and HRM practices like employee retention, recruitment process, enhancing development of internal and external factors forms a positive advantage on the organisational growth. Jenny K Rodriguez and Paul Stewart (2017) examined HRM practices and its role in organisational culture in Chile. The study was conducted among 1299 samples in metropolitan region of Chile. Flexibility, motivation, communication, high performance, organizational culture are the variables used in this study. The study found that employees feel dissatisfied in their work due to improper handling of HRM practices practiced in the organisation. Bard Kuvass (2017) examined the HR practices linked with the quality of employee development and employee outcome. The sample size of study was 593 employees in Norway. The study found that the HRM variables like effective organizational commitment and perceived organizational support will strongly constitute the employee commitment towards Organization. Mirta Diaz- Fernandez et al., (2017) analysed the relationship between innovation and HRM practices and the study was conducted in Spanish manufacturing organisations with the sample respondents of 200 through longitudinal analysis method. The study found that innovation and competitive advantage are inter-related between each other. Sherin Faruok et al., (2016) examined the causes of HRM practice on organisational efficiency in United Arab Emirates with the sample of 168 employees. The study found that organisational innovation, performance appraisal, training, job design, recruitment & selection used are highly influencing organisational development. Alexandros G Psychogios et al., (2016) examined the structural and organisational aspects in HRM practice in small and medium scale industries. The study conducted at South Eastern European countries with 168 sample respondents. This study identified responsibility, formality, planning, personnel function, competencies, compensation systems have the positive impact on the human resource management practices. Vanthala Wickramasinghe and Melanie Samratunga (2016) validated the dependence between HRM practices and post promotion activities by conducting survey among 391 respondents. The study found that job designation and the promotion activities had a significant influence with the performance after getting promoted as they gain the increased pay scale opportunities. Boselie et al., (2015) identified the positive effect of HRM practices among the individuals through structural equation modelling method and found that Human resource are the significant factor that influences the organisation to attain its vision and mission through innovation. The findings of the study identified that the HRM practices have positive effect on among the individuals of organisation. Lepak and Snell (2015) had identified the theory of human

capital allocation and development using HRM dimensions of the organizations. The study was conducted using 800 respondents in Muscut securities market. The study found that there is high involvement of traditional HRM practices in organisational development and in the human capital resource. Shay.S.Tzafir et al.,(2014) examined the influences of growing HRM practices for employees trust. The study was conducted with the sample of 250 respondents using random sampling method. The study found that the trust of employees has been significantly influenced by the HRM practices like flow of communication, management stress, work place justice.

STATEMENT OF THE PROBLEM

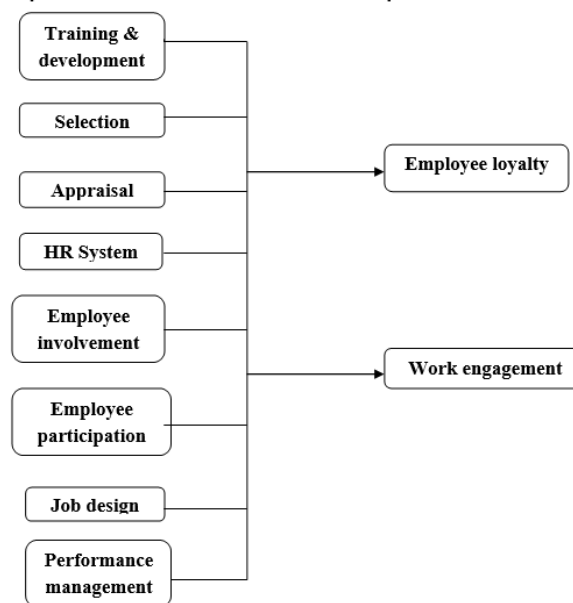
HRM is a process of bringing people and organisation together in order to achieve organisational goals to meet the expectations of the employees. Human resource management practices bridges the gap between employee expectations and organisational needs by adopting appropriate HRM practices. The HR practices constitute the competitive advantage to perform activities more distinctively and effectively than rivals. With appropriate HRM practices an organisation can hire, develop and utilise best brains in the marketplace, realise its professed goals and deliver best results better than others. If the employee is satisfied by the HRM practices implemented by the organisation, the worker may continue in the organisation and thereby employee loyalty will be increased. In that circumstances, this study becomes essential.

RESEARCH GAP

Even though several studies has been conducted with regard to impact of HRM practices on employee loyalty most of the studies has been conducted in western perspective. Only limited studies has been conducted in Indian perspective. Therefore the researcher intended to fill the gap by the way of study the influences of HRM practices on customer loyalty in garment industries.

PROPOSED RESEARCH MODEL

FIGURE 1: SHOWS THE RESEARCH FRAMEWORK OF THE PROPOSED STUDY



Based on the proposed research model, the objectives of the study is confined only to identify the important HRM dimension. Also to investigate the relationship between HRM practices on employee loyalty and work engagement. And to explain the impact of identified HRM dimensions on employee loyalty. Finally, to identify the impact of identified HRM dimension on work engagement.

OBJECTIVES OF THE STUDY

The objectives of the study is confined only

1. To identify the important HRM dimensions
2. To investigate the relationship between HRM practices on employee loyalty and work engagement.
3. To explain the impact of identified HRM dimensions on employee loyalty.
4. To identify the impact of identified HRM dimension on work engagement.

RESEARCH METHODOLOGY

An empirical method of analysis was adopted in this paper to examine the influence of HRM practices on employee loyalty. The study had been confined only to small scale garment companies. Data collected from lower and middle employees. Using systematic random sampling technique, the study was conducted during the period of January 2018 to February 2018 in Tripur town. The researchers collected 155 questionnaire from the respondents. The researcher adopted questionnaire method for collecting data from the respondents. The statistical tools like exploratory factor analysis, regression and correlation were used. Before distributing the questionnaire to the respondents the researcher performed the content validity of the questionnaire. After formulating the questionnaire the researcher conducted the pilot study. Based on their feedback received from the respondents few items in questionnaire were deleted and some words has been modified in the questionnaire. The variables relating to the present study is drawn from the previous work of Delery and Doty (1996), Snell and Dean (1992) and Bae and Lawler (2000). Suitable modification has been made in the existing questionnaire to suit the requirements of the present study.

PROPOSED HYPOTHESIS

The study is approached with the following hypothesis

- H₀₁: Training & development has no significant impact on employee loyalty
- H₀₂: Selection has no significant impact on employee loyalty
- H₀₃: Performance management has no significant impact on employee loyalty
- H₀₄: Appraisal has no significant impact on employee loyalty

- H₀₅: Employee participation no significant impact on employee loyalty
- H₀₆: HR systems has no significant impact on employee loyalty
- H₀₇: Employee involvement has no significant impact on employee loyalty
- H₀₈: Job design has no significant impact on employee loyalty.
- H₀₉: Training & development has no significant impact on work engagement
- H₁₀: Selection has no significant impact on work engagement
- H₁₁: Performance management has no significant impact on work engagement
- H₁₂: Appraisal has no significant impact on work engagement
- H₁₃: Employee participation no significant impact on work engagement
- H₁₄: HR systems has no significant impact on work engagement
- H₁₅: Employee involvement has no significant impact on work engagement
- H₁₆: Job design has no significant impact on work engagement

TABLE 1: DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Frequency	Percent		
Gender			
Male		97	62.6
Female		58	37.4
	<i>Total</i>	155	100
Age of the respondents			
Below 25 years		31	20.0
25 to 35 years		72	46.5
35 to 45 years		29	18.7
Above 45 years		23	14.8
	<i>Total</i>	155	100
Educational qualification			
Higher secondary		61	39.4
Under graduation		53	34.2
Post graduation		9	5.8
Others		32	20.6
	<i>Total</i>	155	100
Nature of departments			
Stiching		23	14.8
Ironing		58	37.4
Sewing		15	9.7
Cutting		26	16.8
Checking		28	18.1
Packing		5	3.2
	<i>Total</i>	155	100
Job status of the respondents			
Part – time		63	40.6
Full – time		92	59.4
	<i>Total</i>	155	100
Place of residence			
Rural area		79	51.0
Urban area		76	49.0
	<i>Total</i>	155	100
Monthly income of the respondents			
Below Rs.15000		68	43.9
Rs.15000 to Rs.30000		52	33.5
Rs.30000 to Rs.45000		18	11.6
Above Rs.45000		17	11.0
	<i>Total</i>	155	100
Work experience			
Below 1 year		43	27.7
2 to 4 years		64	41.3
4 to 6 years		21	13.5
Above 6 years		27	17.4
	<i>Total</i>	155	100

DESCRIPTIVE STATISTICS

The demographic profile of the respondent is depicted in TABLE NO. 1. Out of 155 sample respondents 62.6 percent was male and 37.4 percent is female. Regarding age of the respondents 20 percent are below 25 years, 46.5 percent are between 25 to 35 years of age, 18.7 percent are between 35 to 45 years and 14.8 percent are above 45 years. Regarding Educational qualification of the respondents, 39.4 percent of the respondents had higher secondary qualification. Followed by 34.2 percent of respondents had under graduation, 5.8 percent of respondents had completed post-graduation and 20.6 were others who fall under uneducated category. With reference to job status, 40.6 percent of respondents work part – time and 59.4 percent work full-time job. Regarding the place of residence of the respondents, 51 percent of the respondent residing s at rural area. Followed by 49 percent of the respondent residing is at urban area. From the income level, it was found that 43.9 percent earned below Rs. 15000, 33.5 percent earned between Rs. 15000 to Rs. 30000, 11.6 percent earned between Rs. 30000 to Rs. 45000 and 11.0 percent earned above Rs. 45000. Finally, work experience was measured with 27.7 percent is below 1 year, 41.3 percent of respondent work experience is between 2 to 4 year, 13.5 percent respondent experience is between 4 to 6 years and 17.4 percent work respondent experience is above 6 years.

RELIABILITY ANALYSIS

The Cronbach’s alpha (α) for the eight factors are very high ranging from (0.61 to 0.82), and are above the generally acceptable level of 0.60 Nunnally (1977). TABLE NO. 2 exhibits the internal consistency of the data for both dependant and independent variables was significantly high with ($\alpha = 0.900$).

TABLE 2: RELIABILITY STATISTICS

Cronbach's Alpha	N of Items
.900	36

ANTECEDENTS OF HRM PRACTICE IN GARMENT INDUSTRY

A principal component factor analysis with varimax rotation was performed on the 26 items that assessed the influence of HRM practices on employee loyalty. The statistical test result (KMO =.813, Bartlett's test of = 1.043, significance=.000) revealed that the factor analysis was appropriate. Therefore 26 items with Eigen value higher than 1.0 with were retained for further analysis. The resultant factor analysis explained 59.749 percent of the item variance.

TABLE 3: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.813
Bartlett's Test of Sphericity	Approx. Chi-Square 1.043E3
	Df 325
	Sig. .000

TOTAL VARIANCE EXPLAINED

TABLE 4: RESULTS OF TOTAL VARIANCE EXPLAINED

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	6.316	24.294	24.294	6.316	24.294	24.294	2.224	8.552	8.552
2	1.682	6.469	30.763	1.682	6.469	30.763	2.091	8.042	16.594
3	1.572	6.045	36.807	1.572	6.045	36.807	1.948	7.491	24.086
4	1.438	5.529	42.337	1.438	5.529	42.337	1.940	7.462	31.548
5	1.257	4.835	47.172	1.257	4.835	47.172	1.912	7.354	38.901
6	1.190	4.575	51.747	1.190	4.575	51.747	1.859	7.149	46.050
7	1.063	4.089	55.836	1.063	4.089	55.836	1.829	7.033	53.083
8	1.017	3.913	59.749	1.017	3.913	59.749	1.733	6.666	59.749
9	.939	3.610	63.359						
10	.898	3.453	66.812						
11	.857	3.297	70.109						
12	.836	3.214	73.323						
13	.786	3.022	76.345						
14	.726	2.794	79.138						
15	.699	2.690	81.828						
16	.613	2.359	84.188						
17	.553	2.126	86.314						
18	.526	2.024	88.338						
19	.514	1.977	90.314						
20	.466	1.793	92.108						
21	.408	1.568	93.676						
22	.403	1.548	95.224						
23	.342	1.314	96.538						
24	.329	1.265	97.803						
25	.313	1.204	99.007						
26	.258	.993	100.000						

Extraction Method: Principal Component analysis

TABLE 5: ANTECEDENTS OF HRM PRACTICES

FACTOR NAME	VARIABLES	(TD)	(SL)	(PM)	(AP)	(EP)	(HS)	(EI)	(JD)
Training & Development	Q3	0.677							
	Q7	0.661							
	Q17	0.605							
	Q10	0.478							
Selection	Q1		0.171						
	Q2		0.609						
	Q14		0.487						
	Q13		0.463						
Performance Management	Q9			0.701					
	Q22			0.655					
	Q4			0.526					
	Q21			0.479					
Appraisal	Q12				0.769				
	Q6				0.538				
	Q9				0.421				
Employee Participation	Q15					0.733			
	Q11					0.548			
	Q8					0.505			
	Q18					0.403			
HR System	Q23						0.720		
	Q26						0.607		
Employee Involvement	Q16							0.745	
	Q20							0.623	
Job design	Q25								0.784
	Q24								0.543
	Q5								0.431

Table 5 resulted that, Factor one of HRM variables was labled as "Training & development" comprises of four items with the eigen value of 6.316 percent and 2.224 percent of total variance explained. The second factor, "Selection" comprises of four items with the eigen value of 1.682 percent and 2.091 percent of total variance explained. The third factor, "Performance management" comprises of four items with the eigen value of 1.572 percent and 1.948 percent of total variance explained. The fourth factor, "Appraisal" comprises of three items with the eigen value of 1.438 percent and 1.940 percent of total variance explained. The fifth factor, "Employee Participation" comprises of four items with the eigen value of 1.257 percent and 1.912 percent of total variance explained. The sixth factor, "HR System" comprises of two items with the eigen value of 1.190 percent and 1.859 percent of total variance explained. The seventh factor, "Employee Involvement" comprises of two items with the eigen value of 1.063 percent and 1.829 percent of total variance explained. Finally the Eight factor, "Job design" comprises of three items with the 1.017percent and 1.733 percent of total variance explained.

INFLUENCE OF HRM PRACTICE ON EMPLOYEE LOYALTY

To study the influence of HRM practices on employee loyalty, multiple regression was carried out. The factor scores of the eight HRM variables obtained from the factor analysis represent the independent variables, whereas employee loyalty and work engagement represented the dependent variables.

TABLE NO. 6

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.305	.328		.931	.353		
Training & development	.040	.079	.037	.505	.614	.650	1.540
Selection	.101	.074	.096	1.378	.170	.698	1.432
Performance management	.324	.079	.301	4.111	.000*	.635	1.575
Appraisal	.021	.076	.019	.277	.783	.689	1.452
Employee participation	.398	.083	.356	4.785	.000*	.615	1.625
HR system	.036	.063	.040	.571	.569	.699	1.430
Employee involvement	.186	.064	.199	2.892	.004*	.718	1.392
Job design	-.157	.078	-.141	-2.013	.046	.697	1.436

a. Dependent Variable: EMPLOYEE LOYALTY

From TABLE NO.6 the study stipulates that there is a significant influence of "Employee participation" on "Employee loyalty" with ($\beta = .356, t = 4.785, p \leq 0.05$). Followed by "Performance management" with ($\beta = .301, t = 4.111, p \leq 0.05$). Regarding "Employee Involvement" with ($\beta = 0.199, t = 0.004, p \leq 0.05$). The study also found that there is no significant impact regarding "Training and development" with ($\beta = .037, t = .505, p \geq 0.05$), "Selection" with ($\beta = .096, t = 1.378, p \geq 0.05$), "Appraisal" with ($\beta = .019, t = .277, p \geq 0.05$), "HR system" with ($\beta = .040, t = 1.378, p \geq 0.05$), "Job design" with ($\beta = -.141, t = 2.013, p \geq 0.05$).

TABLE NO. 7 reveals the influence of HRM practices on "Work engagement"

TABLE 7

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.856	.222		3.851	.000		
Training & development	.134	.053	.182	2.510	.000*	.650	1.540
Selection	.006	.050	.008	.116	.908	.698	1.432
Performance management	.092	.053	.126	1.719	.088	.635	1.575
Appraisal	.127	.052	.174	2.472	.002*	.689	1.452
Employee participation	.097	.056	.128	1.714	.089	.615	1.625
HR system	.117	.043	.192	2.744	.004*	.699	1.430
Employee involvement	.070	.044	.110	1.593	.113	.718	1.392
Job design	.091	.053	.120	1.714	.089	.697	1.436

b. Dependent Variable: WORK ENGAGEMENT

With reference to Table no.7 revealed that there is significant influence of "HR system" on "Work engagement" with ($\beta = .192, t = 2.744, p \leq 0.05$). Followed by "Training & Development" with ($\beta = .182, t = 2.510, p \leq 0.05$) And "Appraisal" with ($\beta = .174, t = 2.472, p \leq 0.05$). The study also found that there is no significant impact on "Selection" with ($\beta = .008, t = .116, p \geq 0.05$), "Performance management" with ($\beta = .126, t = 1.719, p \geq 0.05$), "Employee participation" with ($\beta = .128, t = 1.714, p \geq 0.05$), "Employee involvement" with ($\beta = .110, t = 1.593, p \geq 0.05$), and "Job design" with ($\beta = .120, t = 1.714, p \geq 0.05$).

Correlation matrix of HRM practice on employee loyalty exhibited in Table No 8

TABLE NO. 8: CORRELATION MATRIX

	TD	SL	PM	AP	EP	HS	EI	JD	EL*
TD	1.423**	.445**	.284**	.438**	.358**	.400**	.316**	.422**	
SL	1.381**	.347**	.412**	.376**	.251**	.299**	.402**		
PM	1.386**	.432**	.325**	.394**	.427**	.546**			
AP	1.395**	.329**	.347**	.442**	.339**				
EP	1.462**	.354**	.374**	.585**					
HS	1.354**	.301**	.385**						
EI	1.330**	.457**							
JD	1.247**								
EL*	1								

**Correlation is significant at the 0.05 level(2-tailed))

Dependant variable 1 : Employee loyalty

Notes: TD = Training & development, SL = Selection, PM = Performance management, AP = Appraisal,

EP= Employee participation, HS= HR system, EI = Employee involvement, JD = Job design,

EL=Employee loyalty

With reference to Table No. 8, "Training and Development", significant positive correlation is identified in case of Selection, Performance management, Appraisal, Employee participation, HR system, Employee Involvement and Job design at 5 percent significant level. In case of "Selection", strong positive correlation is identified among Performance management, Appraisal, Employee participation, HR system, Employee Involvement and Job design. Regarding "Performance management" had significant positive correlation with Appraisal, Employee participation, HR system, Employee Involvement and Job design. With reference to "Appraisal" strong positive correlation had observed between Employee participation, HR system, Employee Involvement and Job design. The variable "Employee participation" positive correlation is identified among HR system, Employee Involvement and Job design. In case of "HR System" positive correlation is identified with Employee Involvement and Job design. With reference to "Employee Involvement", exact positive correlation is identified with Job design. Finally with reference

to “Job design” significant positive correlation is observed with the dependant variable employee loyalty. It is observed that all the independent variables are positively relationships with the dependant variable “EMPLOYEE LOYALTY”.

Correlation matrix of HRM practice on employee loyalty exhibited in Table No 9

TABLE 9: CORRELATION MATRIX

	TD	SL	PM	AP	EP	HS	EI	JD	WE*
TD	1.423**	.445**	.284**	.438**	.358**	.400**	.316**	.497**	
SL	1.381**	.347**	.412**	.376**	.251**	.299**	.382**		
PM	1.386**	.432**	.325**	.394**	.427**	.489**			
AP	1.395**	.329**	.347**	.442**	.482**				
EP	1.462**	.354**	.374**	.506**					
HS	1.354**	.301**	.492**						
EI	1.330**	.448**							
JD	1.452**								
WE*	1								

**Correlation is significant at the 0.05 level (2-tailed)

Dependant variable 2 : Work engagement

Notes: TD = Training & development, SL = Selection, PM = Performance management, AP = Appraisal, EP= Employee participation, HS= HR system, EI = Employee involvement, JD = Job design, WE= Work engagement.

Regarding “Work engagement”, significant positive correlation is observed with all the independent variables namely: Training and development, Selection, Appraisal, Employee participation, Job design, HR system, Performance management and Employee involvement. Followed by, among all the variables strong positive correlation is observed with “Training and development”. From correlation table, it is inferred that there is no multi Collinearity problem in the data.

TESTING OF HYPOTHESIS

Table No. 10 exhibits the result of the hypothesis. Three out of eight hypotheses revealed a “p” value less than 0.5, while the remaining three hypothesis were not significant at 5 percent level. The Researchers tested the Hypothesis with the help of Multiple Regression.

TABLE 10: EXHIBITS THE TESTING OF HYPOTHESIS ON “EMPLOYEE LOYALTY”

Serial No	Hypothesis	Beta	Results
H01	Training & development has no significant impact on employee loyalty	0.037	Accepted
H02	Selection has no significant impact on employee loyalty	0.096	Accepted
H03	Performance management has no significant impact on employee loyalty	0.301	Rejected
H04	Appraisal has no significant impact on employee loyalty	0.019	Accepted
H05	Employee participation no significant impact on employee loyalty	0.356	Rejected
H06	HR systems has no significant impact on employee loyalty	0.040	Accepted
H07	Employee involvement has no significant impact on employee loyalty	0.199	Rejected
H08	Job design has no significant impact on employee loyalty	0.141	Accepted

TESTING OF HYPOTHESIS ON WORK ENGAGEMENT

Table No. 11 exhibits the result of the hypothesis. Three out of eight hypotheses revealed a “p” value less than 0.5, while the remaining one hypothesis were not significant at 5 percent level. Five variables out of eight were significant at 5 percent level as “p” value greater than 0.5.

TABLE 11

Serial No	Hypothesis	Beta	Results
H09	Training & development has no significant impact on work engagement	0.037	Rejected
H10	Selection has no significant impact on work engagement	0.096	Accepted
H11	Performance management has no significant impact on work engagement	0.301	Accepted
H12	Appraisal has no significant impact on work engagement	0.019	Rejected
H13	Employee participation no significant impact on work engagement	0.356	Accepted
H14	HR systems has no significant impact on work engagement	0.040	Rejected
H15	Employee involvement has no significant impact on work engagement	0.199	Accepted
H16	Job design has no significant impact on work engagement	0.141	Accepted

CONCLUSION

The present study identified eight important dimensions of HRM practices, namely, training & development, selection, appraisal, employee involvement, employee participation, job design and HR system. Out of the identified dimension, this study found that there is significant influence of HRM practices on employee loyalty is identified with the HRM dimensions like employee participation, performance management, employee involvement, HR system and appraisal on employee loyalty that could increase the organisational efficiency.

ANALYSIS AND DISCUSSION

The primary purpose of the study is to examine the influence of HRM practices on employee loyalty towards garment companies in Tripur town, Tamilnadu. Factor analysis was performed to examine the underlying dimensions of HR practices. Factor analysis resulted eight factors namely training & development, selection, performance management, appraisal, employee participation, HR system, employee involvement and job design, which explained 59.749 percent of the variation. The findings of this study corroborate past research work, such as Choi and Lee (2013), and Jiang et al. (2012), who observed the impact of HRM practices on organisation and employee performance. This study findings coincide with the previous research works done by (Whitener, 1997; Bijlsma and Koopman, 2003; Tyler, 2003; Moïllering et al., 2004; Tzafirir, 2005). The study found that HRM practices build the employee fairness towards organisation thereby increasing the importance of HR practices. This study findings proved this by exhibiting that employees are subject to developmental and empowering HR practices like training & development, Appraisal, work engagement and organisational performance. The research findings throw light on HR practices and it is consistent with (Lado and Wilson, 1994; Becker and Gerhart, 1996; Jimenez and Valle, 2005) identified that work engagement has positive influence on employee loyalty.

MANAGERIAL IMPLICATIONS

This research makes several practical contributions. The influence of HRM practices on employee loyalty can direct the policy makers and future researchers to focus on employee satisfaction. Employee loyalty can be viewed on the managerial level leading to the value creation of the employees. The proposed model can help the management to analyze the extend of the alignment of their strategic HRM practices and its corresponding impact on employees loyalty. This study

confirms that adoption of good HRM practices can develop a unique pool of employee's behaviour that can boost organisation performance. With this knowledge, companies can target their efforts to develop HRM practices to enhance better employee loyalty and their morale. The study findings help the management to formulate suitable policies relating to HRM practices.

SCOPE FOR FUTURE RESEARCH

This study considers only small scale garment companies. In future this can be extended to large scale industries. Only limited number of variables of HRM practices are considered for this study. In future, more number of variables can be used. The study considers the total employees views on implementation of HRM practices. This may be modified in future studies to study male employee's perception on implementation of HRM practices. The study employed only two dependent variables namely employee loyalty and work engagement. In future, these can be extended to other dependent variables like employee commitment, employee morale etc.

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