



HRM Dynamics and its Interface with Employee Engagement

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ABSTRACT With the ever increasing pace of globalization, the face of business has changed keeping in mind the altering psychology of the human mindset. The developing economy in India is talent driven and the need to attract and retain the same is equally important and crucial for any organization trying to make a mark in this global set up. The evolution of the organization follows a very similar pattern to the evolution of the humankind and the only organization which can upkeep and survive the competition intrigues will be able to survive. Of all the resources, Human resource would play a pivotal role providing for a perfect Launchpad and a base upon which every player will be able to launch its respective competitive warfare. Hence, Human Resource attraction and retention would become extremely critical activities for an organization. The retention of the employees is usually an indicator of an organization's success and is a reliable determinant of the extent to which the organization is able to achieve its strategic fit. The changing times necessitate that HRM practices are tuned to the realization of both the individuals and organization's needs and preferences. The need to retain its human resource and the subsequent need to invest in its derived human capital have taken a priority while carving out a long term road to achieve holistic excellence. In fact, it has been one of the most sought out gimmicks in the hands of organizations while trying to bargain points in the competitive job fares. This paper attempts to emphasize upon the role of various HR interventions in the multifaceted construct of employee retention in contemporary economy.

KEYWORDS Employee Engagement, HRM Practices, Globalization, Employee Attraction

Introduction

Retaining employees in today's competitive flux seems to be toughest challenge at the hands of the top hierarchical executives. India has always suffered from the lack of employability rather than lack of employment and hence the demand for the best talent and skills is still very high and the supply seems to be non-existent and inadequate. With the change in shift of gears, every organization is attempting to create a niche in human resource practices and trying to create a benchmark in order to create the best practices in the sphere of human resource arena.

With repaid pace of globalization , the world has become a smaller place to compete in and the organization can survive and fair better only if its grounding is stable, Such a base can be had when it knows that it has people to choose from. The concerns with reference to the management of the human resource which have its deep roots in employee retention are the most important issues faced by the organisations in contemporary business set up.

The employee loyalty becomes a vital consideration which is again an offshoot of employee retention issues. The need to employ and deploy experts and employees with necessary skills and knowledge frontiers is a tough task to beat in itself and retention of the same employees becomes arduous subsequently. A dilemma henceforth arises with reference to the investment put into human capital understanding the fickle nature of the consistency with which the human resource stays at the same firm for a period of time. The relative merits and demerits need to be weighed down to find out the balance of the initiatives aimed to retain employees.

The term employee retention first found its voice in the 1970s and 80s when it became a constant feature in business setup. Before that, most of the relationship between employer and

employee was of a sluggish nature involving everything at a snail's pace. The economic conditions were of an easy pace which meant that both the stakeholders never had an issue with the working conditions and hence the employees continued to show organizational citizenship as long they were treated well by the employer itself. The employer seemed to have no issues either considering the appeased nature of the employees. It was not surprising for the employees to stay with their respective countries for a large part of their career. Most stayed with only one organization as their soul career hub.

Employee Engagement is a process whereby the employees are encouraged to be a part and parcel of the organization for a foreseeable future. The process has become all the more tedious considering the ever growing importance of the human capital. This has led to the change in the existing semantics between the employer and the employee.

The needs and preferences of the human kind have altered giving rise to the need of a paradigm shift in the policies catering to the human resource management. This also has had an influence and bearing on the psyche of the employees, their motivational levels and their subsequent loyalty.

Employee retention is benefits both the stakeholders in employee and employer as well. It basically refers to all the policies and procedures which enable the employees to develop a feeling of loyalty for the organization wherein they find themselves sticking to the organization for a larger span of time. Hence, best practices industry wide should be used for the employee retention considering the need and importance for the survival of the organization.

Various studies have been carried out on the subject matter of employee retention and it has been found that employee retention is driven by several key variables which need to be

adequately tweaked in order to achieve a better scenario in coming times.

These factors include organizational culture, organizational strategy, organizational philosophy and related pay and other financial and non-financial incentives. The Employee retention is an indicator of the firm's all round performance. It is difficult for an organization to sustain and flourish if it fails to rely itself upon the human resource of the organization (Shekshnia, 1994).

The key determinants having an impact on human resource management include career Development Opportunities, Rewards, Work Environment, Work-Life Policies and Superior Support. The paper treats Employee retention as a dependent construct while the other determinants as an independent variable for the sake of coming up with a conceptualization of the Employee Retention Framework.

Review of Literature

Career Development Opportunities

One of the most important determinants in the construct of employee retention is the level and the extent to which employees are given opportunities to develop and prosper in their career pursuits. A company needs to invest in its employees and strengthen its existing relationship with employees. (Hall & Moss, 1998; Hsu, Jiang, Klein & Tang, 2003; Steel et al., 2002; Woodruffe, 1999). Career development is a mechanism which needs to be systematic and formalized and it's a planned activity involving efforts to achieve a synchronized balance between the needs of an individual in his career planning and the requirements of an organization's workforce. (Leibowitz et al, 1986).

Superior Support

The support from the executives higher up the corporate ladder serves as an important step in boosting the levels of employee's retention. Once the support is achieved, the employees are less likely to leave the organization and they also show a higher level of loyalty towards the organization. They further show a higher level of commitment and resort to more open communication and understanding with the employers and other stakeholders (Greenhaus, 1987). An employee's view of the organization is influenced to a large degree by the nature and extent of the relationship with the immediate supervisor as per the research conducted by Eisenberger and associates (1990).

The more a supervisor focuses on the employee's progress in addition to the formal evaluation process, the better are the chances of improved levels of employee's retention and commitment towards the organization (Freyermuth, 2007).

Work Environment

A congenial working atmosphere is always demanded and expected by the employees. They expect basic necessities where they can utilize their innate abilities and skills to satisfy their basic needs.

The design of the workplace also has a strong impact and influence on the way the work is carried out and also on to the levels of the employee's loyalty and subsequent employee retention levels. They further carry on with the job as long as they can if the work environment is conducive for their physical and mental well-being (Brill, Weidemann, Olsen, Keable & BOSTI, 2001). It is one of the crucial factors that determine the length of the employee's stay at the organization. It adds to the existing satisfaction levels of the employees to a large extent. (Zeytinoglu & Denton, 2005). Workspace designs have a profound impact on workers and tend to live with job as long as satisfied (Brill, Weidemann, Olsen, Keable & BOSTI, 2001).

An employee always develops a sense of love and belongingness for an organization if the atmosphere to work is adequately sufficient and positive. Most companies have come up with the idea of flexible work hours and timings as well as

work from home schedules helping the individuals to manage their work and personal life issues (Perry-smith and Blum 2000; Solomon 1999).

Rewards

The rewards could be in terms of monetary and non-monetary in nature. They again can be intrinsic or extrinsic. They could be recognition, pay rise, other financial perks, holidays, company sponsored vacations etc. It could be anything and everything that an organization provides to the employees in return or as a response to their hard work or contribution made to the organization. It is for this response that the employees get all the more motivated and feel better for the reinforcement from the side of the organization.

Attractive compensation packages determine levels of retention as it fulfills the financial and material needs and provides the means of being social by influencing the status and position of the employee in the organization and extended social setup.

Many researchers highlighted that there is a need to understand inter-individual difference for understanding the importance of financial rewards for employee retention (Pfeffer, 1998; Woodruffe, 1999).

Work Life Policies

In today's competitive environment, the employee always prefer to work for reduced hours which necessitate for flexible work schedules and redesigning of the work design and work space itself. This also demands a change in the organization culture and careers, viable reduced-hours, flexible career options requiring frequent prompt changes in the areas of related HR practices and policies of compensation, assignments and promotions. Therefore it is more beneficial in terms of achieving cost efficiency and productivity or management for designing of the work schedules to fit the human need (Bar-net & Hall, 2001).

Many researchers analyzed the influence of work and family benefits which comprise of flexible work schedules, parental leave, childcare assistance etc. on organization commitment. Researchers indicated that employees show a higher level of organizational commitment when they had access to work life policies (Grover and Crooker, 1995).

Objectives

- To analyze the major parameters of employee engagement in publishing firms of Lucknow.
- To analyze the influence and impact of independent variables on employee engagement in the publishing sector.

4.0 Research Methodology

This study analyzed the association of determinants like career development, superior support, work environment, rewards and work-life policies with employee retention among the employees of publishing sector of Lucknow. For the current research, primary data was used. The primary data was collected through the schedules which were completed from the employees of two publishing firms. The variables were selected after an exhaustive and comprehensive review of literature. Employee retention was the dependent variable, which was tested for relationship with other constructs such as career development, supervisor support, working environment, rewards and work-life policies that were considered as independent variables. The secondary data was collected from the books, research papers, magazines/journals etc. The sample size is 100 for the study. The descriptive statistics are applied to analyze the data.

5.0 Analysis and Interpretation

The measurement scale is used in the form of Likert scale technique in order to analyse the impact of HRM practices on the retention of employees. The responses from every respondent for each determinant are rated on a five point scale i.e.; strongly agree, agree, uncertain, disagree and strongly

disagree. Higher scores indicate the high level of impact on employee retention and lower scores indicate lesser impact. The answers of the various respondents have been given below in Table-1.

Table I: Responses of Various Employees

Determinants	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Chances of Promotion	28	42	16	12	2
Complaint Ignorance by Superior	2	28	30	40	10
Help by Colleagues	32	50	8	4	6
Allocation of Rewards regarding work	14	62	8	12	4
Too much work burden	2	6	2	52	38
Conflict between work and personal life	2	2	2	60	34

Table II gives all details about the responses of various employees regarding their willingness to retain in the organization in relation to various determinants.

Table II: Willingness to Retain in the Organisation

Chances of Promotion	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Total
Yes	2	4	12	42	24	84
No	0	1	2	12	1	16
Complaint of Ignorance by Superior						
Yes	8	44	20	18	2	92
No	1	3	3	1	0	08
Help by Colleagues						
Yes	4	2	4	56	24	90
No	0	0	0	10	0	10
Allocation of Rewards Regarding Work						
Yes	2	8	6	64	10	90
No	1	2	1	5	1	10
Too Much Work Burden						
Yes	20	52	2	3	2	79
No	7	6	2	2	4	21
Conflict between Work and Personal Life						
Yes	18	42	2	18	2	82
No	10	8	0	0	0	18

The first variable "Chances of Promotion" was taken up which is related to Career development opportunities. Out of total respondents, 7 respondents agreed that there are good chances of promotion in their firms. The willingness of the respondents to retain in the concern was for 84 respondents.

The second variable "Complaint ignorance by supervisor" was related to supervisor's support. Out of total respondents, 20 respondents were disagreeing and 20 were uncertain. The willingness to stay in the concern was for 50 respondents.

The third variable "Help by colleagues" is related to work environment. Out of the total respondents, 10 respondents agreed that they were helped by their colleagues and 90 respondents were willing to stay in the organization.

The fourth variable "Allocation of rewards regarding work" is related to rewards or compensation. 10 respondents were

agreed that they were rewarded properly in case of their achievements at work while 90 respondents were ready to retain in the organization.

Another variable "Too much work burden" is related to work-life balance determinant. Out of the total respondents, 72 respondents agreed about work burden and 79 were willing to retain in the concern.

The variable "Conflict between work and personal life" is related to work-life balance. Out of total respondents, 60 respondents agreed and 82 respondents wish to stay in the concern over a period of life.

6.0 Conclusion

The area of employee engagement has received greater impetus and focus from the academicians, researchers and practicing HR managers. The results indicate there is a considerable association between the employee engagement and the HRM practices. The factor of career development and work environment show greater relation to employee retention. It implies that the respondents are more sensitive towards their career growth and work in a congenial environment. Therefore, it is imperative for an organization to work in a way that can be attuned to the needs and preferences of their employees focusing on employee retention. Organizations need to provide their employees with opportunities for career growth and work life balance so that organization can survive in ever changing competitive scenario.

7.0 References

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