

1 Article

2 A Structural Equation Model for Measuring the Impact of Human 3 Resource Management Practices and Organizational Loyalty on Employee 4 Retention: An Indian Perspective

5
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16 **Abstract:** The role of human resource management practices and organizational loyalty dealing
17 with employee retention has been widely explored and examined in the existing literature. The
18 majority of human resource management researchers have focused on the role of policies and
19 practices in different sectors related to employee retention. However, less attention has been
20 given to identifying the practices and procedures common across all industries and sectors. The
21 present study attempts to determine and examine the most important constructs like HR
22 practices and organizational loyalty of employee retention management and proposes a
23 comprehensive structural equation model to measure the impact of these constructs on
24 employee retention. After an extensive review of the literature, organizational loyalty, and
25 human resources management practices like recruitment and selection, compensation and
26 benefit, training and development, supervision and evaluation have been identified as four
27 essential practices dealing with employee retention and are common across all industries. These
28 practices constitute the component factors of an employee retention management predicting
29 employee's turnover intentions. The survey method was adopted, and the original data obtained
30 through the self-administered questionnaire. The valid one hundred and eighty-nine (189)
31 respondents analyzed by using Lisrel 8.7, Structural equation model (SEM) analysis results
32 shows that human resource management practices and organizational loyalty have strong
33 positive impact on employee retention. This study tends to assist human resource managers and
34 decision makers in selecting the appropriate motivating factors to retain and satisfy their
35 employees

36 **Keywords:** Organizational loyalty, human resource management practices, structural equation
37 modeling, employee turnover and employee retention

38 1. Introduction

39 There is a significant problem of turnover in any of the organization. It is a misperception that
40 all turnovers are awful, and that must evade. But actually if an organization does not have a
41 balanced level of turnover, it will result in the monotonous system, and that organization will
42 not have access to new ideas, change dynamism and creativity. Turnover influences
43 profitability and customer satisfaction (Koys, 2001). Our concern is that the required

44 turnover must exist, but the unwanted voluntary turnover should be reduced or avoided. In
45 today's competitive environment employees leave their organization for various reasons. As
46 the knowledge of employees have become highly critical in gaining competitive advantage in
47 today's business climate (Hall, 1993). The organizations are trying to retain the best
48 employees. The Importance of human resource management practices and organizational
49 loyalty and their retention is recognized. Initially, because resources are scarce and secondly
50 because the competition by businesses to have the best and most talented employees for their
51 organization (Chambers *et al.*, 1998) and finally because Turnover also destroys the
52 customer confidence in the company (Koys, 2001). Customers don't want to teach about
53 their needs to the new employees. So it is better to retain employees that can keep customers.
54 In the competitive environment, the retention of skilled employees is terrible. Top
55 management & HR department put in an extensive time, financial resources and effort to find
56 out the way to retain their employees and gain competitive advantage (Bartlett & Ghoshal,
57 2013). Training efforts are also use to maintain employees (Chen, 2014).
58 The research in this area is segmented, and either one or few variables have been understudy
59 e.g. one researcher worked on the impact of human resource management training on
60 retention, and the other investigator worked on how promotion, awards, and supervision
61 significance's employee retention. Work has done on the organizational citizenship
62 behavior; that leads to retention. Career opportunities, work-life policies, job characteristics,
63 etc. however, no work of literature has tried to integrate and consolidate the various factors
64 that have been studied empirically in a single body of work. This paper incorporates all this
65 segmented work into an integrated conceptual model which will help organizations to take
66 care of all factors that influence employee retention instead of one or two of them. Next in
67 this paper, the literature review of all variables mentioned above is discussed in detail
68 followed by the conceptual model. Finally, you will see the conclusion section in which
69 suggestions are given for organizations to retain the employee. Impending research
70 directions also proposed in the paper.

71 2. Research Gap Addressed

72 This study aimed to rectify the gap in the existing literature and provide valuable insights that
73 may clarify the differences in HRM practices and the importance of organizational loyalty
74 that affect employee retention and also check the mediation role of organizational loyalty
75 between hr practices and employee retention. Therefore the study captures all essential
76 information and more amenable to estimation and discussion. As a result, the retention
77 approach considered the most efficient research design to effectively explore the broad
78 objectives of the study

79 **3. Literature Review:**

80 Taylor (2002) introduces two perspectives on retention. The first one states that reducing the
81 employee turnover rate is desirable for all organizations and that the fact it should be the aim
82 of initiatives in the employee retention. It also suggests that improving retention /turnover
83 rates in general is or should be a central objective of human resource management policy.
84 According to this perspective, high levels of turnover are often seen as evidence of failing in
85 human resource functions. The author also introduces another perspective on the matter: after
86 a “new world of work” has emerged, the retention rates have raised because of the flexibility
87 of labor market. It said that this is desirable, and the organizations should focus their efforts
88 on the retention of the most outstanding performers, those few people in each section who
89 can make a difference in the business.

90 After this, the author states his perspective, that even though he thinks that both of the
91 perspectives are right in their way, in his opinion the employee turnover is always damaging
92 the organization, and none of the employees should be as no important. According to him,
93 most of the employees at different levels of organizations are so called average workers, but
94 they, in fact, ensure that the show goes on and take care of the fundamental objectives of the
95 organization leaving room for the excellent performers to shine. This researcher reminds that
96 there is a cost in every “departure” of even the below average performers of Taylor’s (2002),
97 The Three Rs of Employee Retention. Hausknecht *et al.*, 2009, listed 12 most important
98 retention factors that have published in the journals over the last 60 years which helped in
99 explaining employee retention.

100 Employee retention consists of 3 R's which helps in retaining valuable employees. To keep
101 such employees and maintain high in satisfaction, you have to implement each of the three Rs
102 of employee retention. The three R's are; Respect, Recognition, and Rewards

103 Respect is value, particular consideration or special regard given to employees. The first R,
104 respect is the foundation of maintaining your employees. Recognition and rewards will have
105 modest effect if you don't recognize your employees.

106 Recognition is referred as "special observe or attention" and "the act of perceiving clearly."
107 various problems with retention and confidence occur because management is not paying
108 attention to employee's needs and reactions.

109 Rewards are the extra perks that a company offers beyond the basics of respect and
110 recognition that makes it worth employee's while to work hard and to take care of their job.

111 **3.1 Human Resource Management Factors Influencing Employee Retention**

112 There are rising facts that HRM can play a significant role in retaining skilled professional at
113 any organization. Researchers of progressive HRM practices in training and development,
114 supervision, and evaluation, recruitment and selection, compensation and benefits have
115 revealed that these can lead to reducing employee turnover and absenteeism (Arthur 1994;
116 Huselid M,A. 1995 and Delaney and Huselid 1996). According to Fitz-enz (1990),
117 managing retention of employees is influenced by many factors, which should lead
118 congruently; recruitment and selection, compensation and benefits, training and development
119 and employee support programs. Similarly, Compensation affects the recruitment and
120 retention of employees and therefore playing an important role in managing people (Rynes
121 and Barber 1990; Williams and Dreher 1992 Highhouse *et al.*, 1999; Parker and Wright
122 2001). In 2003, there was a study conducted by Mercer; he stated that employees remain
123 with the present organization if they rewarded. Usually, workers are paid when they
124 performed better in their work, and they perform better due to their loyalty towards the
125 organization. Employees tend to remain with the current team when they feel their efforts and
126 performance, abilities contributed are renowned and valued by the organization (Davies, R
127 2001). There are also studies that have highlighted the rewarding practices of workers will
128 help the organization in retaining employees (Watson Wyatt 1999, Mercer 2003; Tower

129 Perrin 2003). In today's organization finding to get the more skilled employees, the more
130 likely they are to remain. Indeed, when the training ends, the turnover tends to begin (Jamrog
131 2002; Wien-Tuers and Hill 2002).

132 **3.2 Organizational Loyalty Influences Employee Retention**

133 Loyalty, as a general term signifies a person's devotion or sentiment of attachment to the
134 organization. Workers who felt that the organization failed to treat them challenging and
135 interesting work, opportunities to develop their skills and autonomy were more likely
136 negatively and lacked loyalty towards the organization and greater level of intention to quit
137 the job (Phillips 1997). The loyalty of employee can be determined through direct
138 questioning no one can assume whether employees today work efficiently (Angle, 1983).

139 (Streers, 1977) believes that organizational loyalty is the strength of the competition (link)
140 between the individual with his organization and his association with it. (Allen & Meyer,
141 1990) showed that loyalty is a psychological condition reflects the relationship of the person
142 in the organization in which it operates by Porter, *et al.*, 1979 and also identified the loyalty
143 as the strength of correlation of the individual with its organization, and that the person who
144 shows a high level of organizational loyalty in the organization. In which it operates it has a
145 strong belief to accept the goals and values of the organization, ready to make every possible
146 effort to serve the organization, and has a strong desire to continue working in such
147 organization

148 **The following research objectives were developed to guide the study**

149

- 150 1. Is there a relationship between human resource management practices and employee
151 retention?
- 152 2. Is there a relationship between organizational loyalty and employee retention?
- 153 3. Does organizational loyalty acts as a mediator between human resource management
154 practices and employee retention?

155 **1. Hypotheses of the study:**

156 H1: There is a relationship between human resource management practices and
157 organizational loyalty on employee retention

158 H2: Organizational loyalty mediates the relation between human resources management
159 practices and employee retention

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161 2. Research Model/Theoretical framework of the study

162 This study assessed organizational loyalty and human resource practices and how it helps
163 retaining employees in health care sectors.

164 As shown in figure 1, organizational loyalty and human resource management practices are
165 the observed variables under the independent construct.

166 Based on the above hypotheses, the theoretical framework has been framed in figure 1 and
167 figure2.

168 The independent variables in this study are human resource management practices and
169 organizational loyalty, and the dependent variable is employee retention.

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171 Figure 1: shows the independent variables that influence the dependent variable.

172 Figure 2: shows the mediation effect of loyalty between HRM practices and employee
173 retention.

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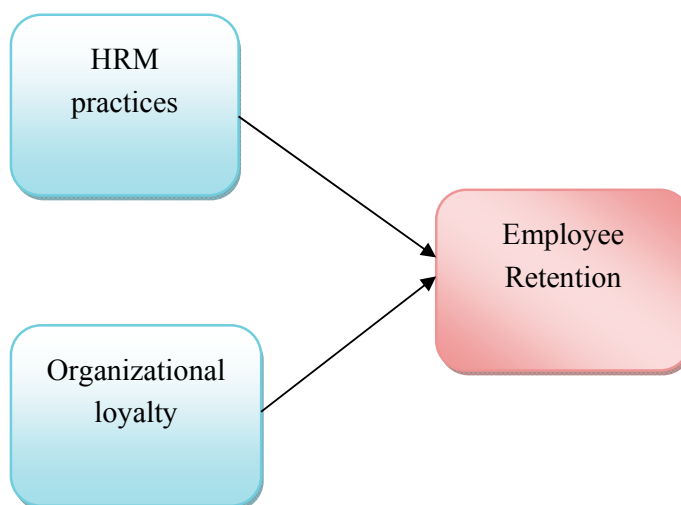
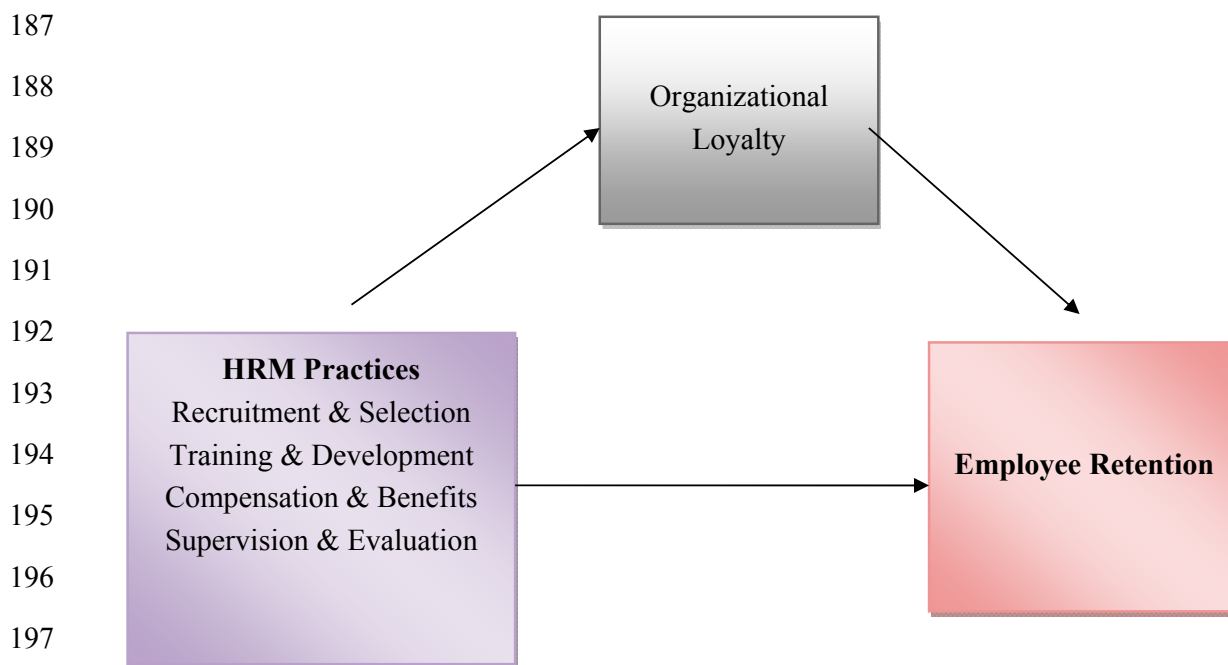


Figure 1: Theoretical framework of the study



200 **Figure 2: Mediation Model of the study**

201

202 **3. Methodology**

203 The research method involved a survey method. The questionnaires were developed based on
204 literature studies. Convenience and snowball sampling method were used to conduct the
205 study and carried out in each organization, with about 70-100 employees. The questionnaire
206 distributed to 350 workers, with 189 returned. This 57 percent responded rate was deemed
207 acceptable (Comrey and Lee 1992). They were given two weeks time to finish the survey.
208 We got weak responses from some organization.

209

210 **4. Data Collection and Sample population**

211 SPSS Version 20 (Statistical package for social sciences) and Lisrel 8.7 were used to analyze
212 the quantitative data. All items were coded from 1-5 using Likert 5 point scale (Strongly
213 Agree to Strongly Disagree). The statistical analysis includes reliability, EFA (exploratory
214 factor analysis) and Structural equation modeling (CFA) using Lisrel 8.7

215 The population sample used in this study consisted of health care professionals from Tamil
 216 Nadu and Andhra Pradesh. The participating organization was from hospital sectors,
 217 manufacturing sectors and also included industry sectors.

218 **5. Measurement**

219 Multiple items adopted and modified from various studies have been used to measure the
 220 employee retention and the constructs of this study. Human resource management practices
 221 and organizational loyalty, employee retention have been measured with 14 and 21 items
 222 each by following Nelson McCann(2010), Fischer (2011) and Spreitzer (1995) where all
 223 the elements have acceptable and reliability above the acceptance level. i.e., human resource
 224 management practices (0.88), organizational loyalty (0.89) and employee retention (0.72).

225 **6. Data Analysis**

226 We present in the following the results of reliability analysis (spss), linear regression (spss),
 227 hierarchical linear modeling (spss) and confirmatory factor analysis model (Lisrel-8.7) and
 228 additional analyses.

229 **6.1 Reliability of the Instruments**

230 An alpha of 0.70 or above is considered to be reliable as suggested by many researchers
 231 (Nunnally 1978 and Davis 1996). It is seen from the below table that all constructs in the
 232 study have reliability above the suggested alpha value.

| Constructs | Cronbach's alpha (obtained for the study) |
|--|--|
| People Management Practices (4 Constructs-21 items) | 0.89 |
| Organizational Loyalty (21 items) | 0.90 |
| Employee Retention (14 items) | 0.84 |

233 **Table 1: Reliability of the Instruments**

234 **6.2 Regression Analysis**

235 **Regression analysis of human resource management practices on employee retention****Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .795 ^a | .632 | .630 | 5.62917 |

a. Predictors: (Constant), HRM

236

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 12.436 | 1.789 | | 6.951 | .000 |
| | HRM | .513 | .029 | .795 | 17.907 | .000 |

a. Dependent Variable: ER

237

238 **Regression analysis of organizational loyalty on employee retention****Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .714 ^a | .510 | .507 | 6.49373 |

a. Predictors: (Constant), OL

239

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 14.485 | 2.142 | | 6.762 | .000 |
| | OL | .450 | .032 | .714 | 13.945 | .000 |

a. Dependent Variable: ER

240

241 **Hypothesis1:** There is a positive significant impact of HRM practices and organizational
 242 loyalty on employee retention.

243

244 **6.3 Hierarchical Regression Analysis for Mediation analysis**

245 **Hierarchical Regression analysis of HRM practices, organizational loyalty on**
 246 **employee retention**

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .795 ^a | .632 | .630 | 5.62917 |

| | | | | |
|---|-------------------|------|------|---------|
| 2 | .807 ^b | .652 | .648 | 5.48701 |
|---|-------------------|------|------|---------|

a. Predictors: (Constant), PMP

b. Predictors: (Constant), PMP, OL

247

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 12.436 | 1.789 | | 6.951 | .000 |
| | HRM | .513 | .029 | .795 | 17.907 | .000 |
| 2 | (Constant) | 10.152 | 1.877 | | 5.408 | .000 |
| | HRM | .396 | .045 | .613 | 8.713 | .420 |
| | OL | .146 | .044 | .231 | 3.289 | .001 |

a. Dependent Variable: ER

248

249 **Hypothesis 2:** organizational loyalty mediates the relation between HRM Practices and
250 employee retention.

251 The first hypothesis of the study was that HRM practices and organizational loyalty influence
252 the employee retention. According to the table of regression, Analysis p-values show the
253 significant relationship between the HRM practices and organizational loyalty and employee
254 retention. Hence, hypothesis stood true. The R-square values of 63% and 50% are the
255 variance of employee retention that is explained by the constructs.

256 The second hypothesis stated that organizational loyalty positively influences the HRM
257 practices and employee retention.

258 According to the table of regression Analysis p-values shows the significant relationship
259 between the HRM practices and employee retention in the enter method when we added the
260 second construct that is mediating variable (organizational loyalty) the significance value of
261 HRM practices that becomes non-significant, which proving the hypothesis correct. The
262 impact of the organizational loyalty as per Beta value, i.e., 0.146 on Employee Retention is
263 found almost 66%.

264 **6.3.1 Mediation Analysis**

265 Mediation analysis has been used to see the impact of independent variable (human resource
266 management practices) on dependent variable (employee retention) in the presence of

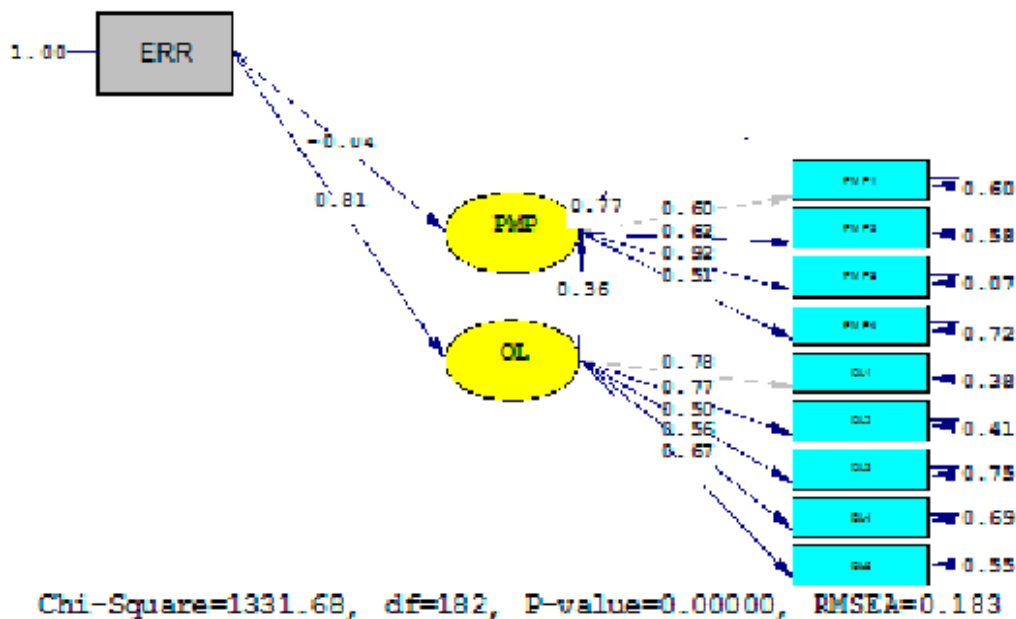
267 mediating variable (organizational loyalty). The method suggested by Baron and Kenny
 268 (1986) has been used to find out the effect of the mediating variable. These results show that
 269 organizational loyalty fully mediated the relationship between HRM practices and employee
 270 retention. All steps are used as described by Baron and Kenny (1986) and Judd and Kenny
 271 (1981).

272 7. Structural Equation Modeling

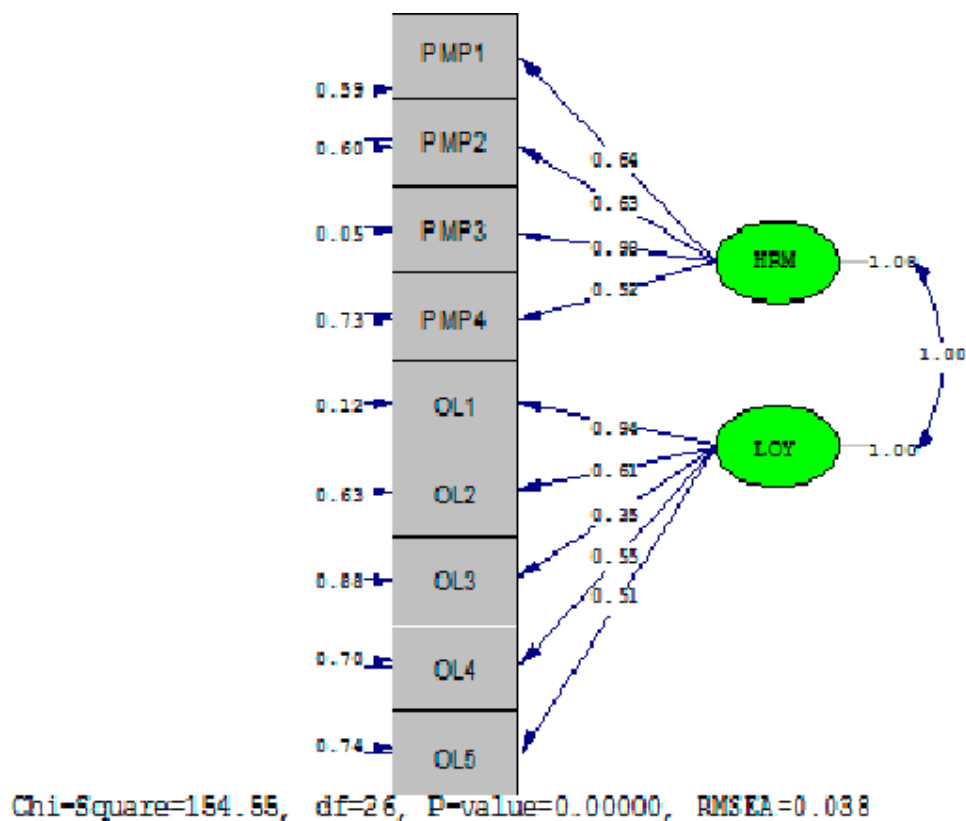
273 SEM-Confirmatory factor analysis Human resource management practices, organizational
 274 loyalty, and Employee retention

275 From the below figures it can be seen that all the items that have fallen under respective
 276 constructs and also having the value of above .4 and the table shows the GFI, NFI, NNFI,
 277 RMSEA and all the values are met acceptable fit indices as suggested by Joreskog and
 278 Sorbom (1984). Confirmatory Factor Analysis (CFA) is a type of analysis in contrast with
 279 Exploratory Factor Analysis (EFA). This study conducts CFA on the two independent
 280 variables and dependent variable (figure 3) and also the CFA has done for all the constructs
 281 in the study (human resource management practices and organizational loyalty) in figure 4.

282



284 **Figure 3:** shows the CFA of the independent constructs and related with employee retention
 285 in the study



286

287 **Figure 4:** shows the CFA of the independent constructs in the study

288 Overall Fit Certification After the literature review and the factor analysis on sampled data,
 289 this study constructs the overall model and, as suggested by Hair, Anderson, Tatham, , and
 290 Black (1998) classifies the measurement of the overall model fit into three categories, i.e.
 291 measures of absolute fit, increment fit and parsimonious fit.

| Constructs | Chi Square value | NFI | CFI/TLI | GFI | NNFI | AGFI | RMSEA |
|------------|------------------|------|---------|------|------|------|-------|
| HRM | 74.54 | 0.97 | 0.92 | 0.91 | 0.91 | 0.86 | 0.053 |
| OL | 69.65 | 0.90 | 0.95 | 0.94 | 0.83 | 0.89 | 0.078 |
| ER | 62.71 | 0.96 | 0.90 | 0.93 | 0.99 | 0.80 | 0.035 |

292

293 **Table 2 :** shows the results of the overall fit test

294 **8. Conclusion**

295 The primary objective of this study is to identify the impact of human resource management
296 practices and organizational loyalty on employee retention. Two hypotheses have framed in
297 this study and they both are accepted. Results of the survey revealed that human resources
298 management practices and organizational loyalty have a positive significant impact on
299 employee retention. Secondly, organizational loyalty plays an important mediating role
300 between human resource practices and retaining the employees in any organization.
301 Organization should take responsible for recruiting people, practices, training, compensation
302 and supervision to their employee so that they can improve their behavior and must loyalty
303 with their organization. Both the hypotheses accepted in the study that there is a significant
304 positive influence of human resource management practices and organizational loyalty on
305 employee retention, and organizational loyalty plays a mediation role in human resource
306 management and employee retention.

307 **Recommendations for future research**

308 It is found that organizational loyalty has a significant role in mediating human resource
309 management practices and retaining of employees, but there needs to be an improvement in
310 the area of Training & Development, Compensation, and benefit. To avoid such gaps,
311 Organization must have to take care of Employees Training & Development, Compensation
312 and benefits which create loyalty among employees. Apparently, it has to be on a normal
313 interval which not only progresses & enhance their skills but also increases the productivity
314 of any organization. It is also important to retain resources while offering other benefits like
315 wellbeing, encouragement, skill development, participative approach, two-way interactions,
316 etc.

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