

# Human Resource Management Strategies Effects on Prospective Employee Turnover: A Detailed Study

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**Abstract:** Any organization's essential element, or one could even say its foundation, is its human resources. Without them, achieving objectives is almost never conceivable. The management of human resources in an organization, as the term "human resource management" suggests, requires ensuring that each individual is satisfied and that their objectives are met. Compensation, performance reviews, training, career management, and other HRM practices are essential to the growth, inspiration, and retention of employees inside the company. The study's primary goal is to determine how HRM procedures affect workers' job performance. The study found a direct correlation between HR practices and employee performance. It is necessary to put good HR policy into practice.

**Keywords:** Performance appraisal, Compensation, Training & development and Career management

## Introduction

Many studies have been conducted to determine how organisations might increase their profitability and competitiveness. Some of the research claims that successful companies share three traits, including job pleasure, excellent employee performance, and involvement with the firm. To be happy at work, employers should encourage self-direction and solid working relationships among staff members. This occasionally necessitates changing company goals in order to boost employee motivation. The importance of allowing people to have a voice and express their ideas in Arab countries is blocked by resistance and leaders, despite the fact that doing so can improve organizational performance. The Arab world's culture and ideas are incredibly hard to alter and are also extremely disliked. They advocate keeping things as they are.

The high-performance paradigm, often known as the high-performance obsession, has become a recurrent subject in the field of human resource management (HRM). High-performance work systems (HPWS), also known as bundles or systems of human resource policies and practises, have been the subject of extensive HRM research since the introduction of the strategic HRM (SHRM) paradigm. Given its Western heritage, HPWS scholars and practitioners have more recently expressed worry about their applicability in many institutional contexts. Furthermore, whether HPWS are appropriate in emerging and developing nations has been a topic of intense academic dispute.

Although there are numerous facets to human resource procedures, today's focus should be on remuneration, performance reviews, training and development, and career management. "Human Resource Management is that portion of management dealing with people at work and with their relationships inside the organization," according to the National Institute of Personal Management of India.

"Human resource management is the planning, organizing, directing and controlling of human resources in the organization in an effective and efficient manner. Success of an organization depends upon its Human Resources" (Shukla & Sinha 2013).

The dedication and commitment of managers, who apply a variety of management and support strategies, is one of the crucial elements on which a company's longevity is predicated. It is acknowledged that supervisory participation influences how employees behave at work. In this connection, both parties have invested a lot of emotional energy. A company's performance may be boosted by the relationship's results if it's corporate organizational citizenship behavior (OCB). When employees advance in their professions, they move up the hierarchy of needs, exhibit greater urgency, and are more eager to participate in choices affecting their jobs. If management is successful in meeting these needs, the organization will have more successful outcomes.

## Literature Review

"Successful organizations depend on the high performance of their employees to meet their objectives. In order to achieve their strategic aims and keep their competitive advantage, their employees must perform at high levels" (Dessler, 2016).

"Generally, managers at middle level are in key positions in organizations. They are responsible for the implementation of the organization's aims and objectives by managing strategies, change and the working environment. This is best achieved through well-functioning teams and motivated employees"(Huy, 2016)

“According to Gallup, employees who are highly engaged in their organization produce high levels of customer care, retention, productivity and generate higher profits (Peterson, 2017). The poll also revealed that employees the bottom 25% had lower sales, more issues with customers and increased staff turnover vs the top 25% who had much higher and positive scores” (The Gallup Organization, 2017). Those employees that have a rational commitment are less likely to be top producers. It is in employers’s best interest to have as many “true believers” as they can (Blessing, 2016). These people tend to produce more for the organization than those who have low engagement and may contribute to a loss.

“The success of managerial practices and implementation procedures is dependent on an appropriate fit between the assumptions, values, and beliefs inherent in any given managerial practice and the culturally based assumptions, values, and beliefs held by those who are being managed” (Shaffer and Snape, 2014).

### **High Performing Work System**

The term "high-performance work systems" is frequently used to describe HR systems that improve employee competences, dedication, and productivity (HPWSs). HPWS are a group of employee management techniques that have a beneficial impact on staff morale, attitudes, and productivity. The term "HPWS" refers to a system or collection of HR practises intended to improve employees' abilities, dedication, and involvement so that they become a source of long-term competitive advantage. Six main areas can be used to categories practices: (1) personnel, (2) pay, (3) flexible job assignments, (4) teamwork, (5) training, and (6) communication.

### **HRD Climate**

Developing an organizational culture where good supervisor-subordinate relationships, teamwork, and collaboration within sub units are valued and support workers' professional well-being, motivation, and pride is a process known as human resource development (HRD) in the context of an organization. Human resources development is based on the fundamental premise that people are the most essential and valuable resources, and that they must be developed in terms of knowledge, skill, and attitude in order to achieve both their individual and organizational goals.

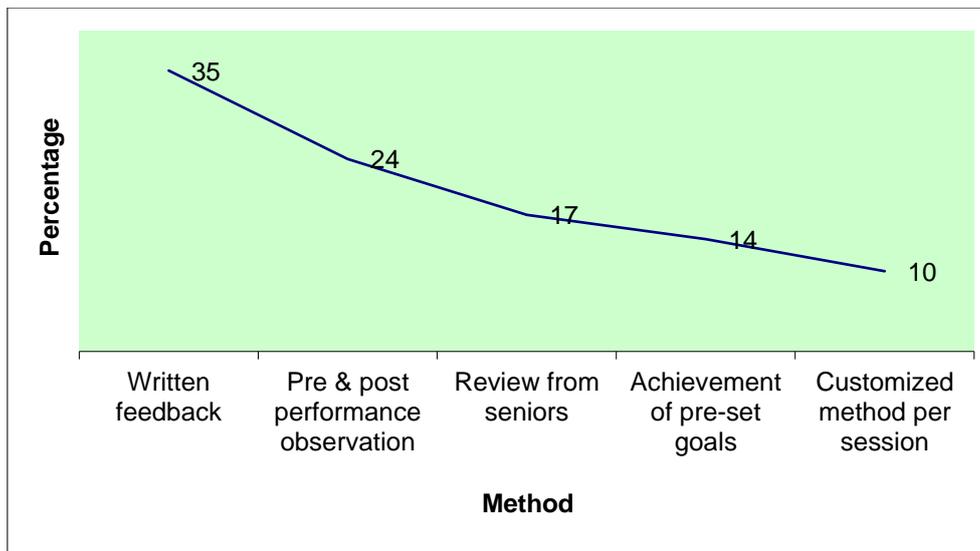
### **Organizational Performance**

Organizational performance is typically gauged by some financial or market value-related metrics in strategic HRM models. Because accounting-based profitability indicators appear to be prone to multiple biases, academics have thus far been keener to utilize market-based measures of financial performance. To evaluate how human resource management strategies affect an organization's performance. Eleven factors were proposed by researchers as a subjective performance metric, including investment payback, larger dividends, company capitalization, financial return, economic return, product quality, increased market share, innovation, strategy success, customer loyalty, and the ability to recruit and retain talented employees.

Large companies having good resources at their disposal, develop the various instruments of evaluation to execute and gauge the success. Programme coordinators put in efforts to evaluate the success on the basis of response from participants, attending training programmes personally (sample testing), pre and post performance records etc.

Medium and small size companies shift the burden of assessing the ‘transfer of learning’ on the shoulders of trainer who in turn mixes the issue in finding out his / her (own) or session’s effectiveness with that of the concrete gains to the organization.

Given in the figure 1 are the different techniques used by various trainers for evaluating success of the training programme.



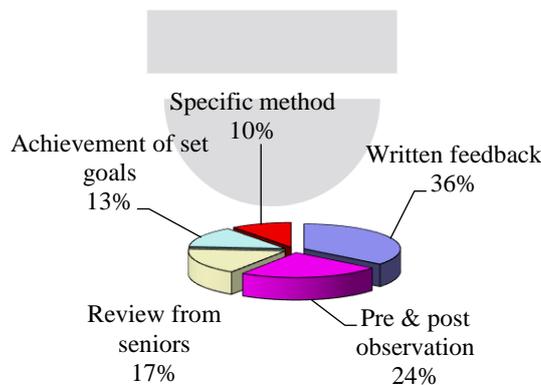
**Fig 1 : Techniques used by Trainer**

An excellent trainer facilitates learning and empowers others; yet also get the positive results. To arrive at the results, one needs to develop the system of evaluation. Evaluation is a means by which participants express their feedback regarding the effectiveness of training through series of activities. Training evaluation questions the importance & relevance of the training to the job and correlation to actual use of skills & knowledge. The objective of training programme evaluation is to determine the ability of the participants in the training programme to perform jobs for which they were trained. Training results, if cannot be measured, then cannot be considered as managed well. Various segments of the training have to be evaluated, so as to measure the total output of the training, which is the end result of the training. Evaluation is carried out mainly for : a) To improve the process. b) To decide whether or not to continue it. c) To determine whether a programme is accomplishing its objectives and that of the Company’s Goals. d) To arrive at the cost benefit ratio of development programme.

Given below are the different techniques used by various trainers to evaluate success of the training programme.

Method of Evaluation	Trainers using the method (%)
Written feedback	35
Pre & post performance observation	24
Review from seniors	17
Achievement of pre-set goals	14
Customized method per session	10

**Evaluating success of training**



**Fig. 2: Evaluating success of training**

Above table and diagram states that feedback in writing (on pre-set instrument) is the most widely used evaluation technique i.e. used by 35% of trainers, which forms the majority followed by observing pre & post performance i.e. 24%, review from the seniors of the participants i.e.17%, evaluating achievement of set goals 14% and use of customized method for different sessions being 10%.

### Findings

1. Employee engagement and satisfaction are closely related.
2. Employee contentment benefits businesses, boosts output, and advances careers.
3. Employee involvement varies from nation to nation
4. It's beneficial for management to comprehend what drives personnel and what they require on a personal level.
5. Businesses with low employee involvement may have lower profit margins, subpar customer service, significant staff turnover, and a loss of competitive advantage.
6. Motivated workers seek meaningful employment, safety, and accessible superiors
7. Dedicated workers serve as "ambassadors" for their company
8. Having a plan for employee engagement is crucial, but it can take some time to create.
9. For employees to be committed to the organization, objectivity and recognition are crucial.

### Conclusion

There is a rising need for qualified staff in this dynamic, competitive environment in order to improve organizational performance and ensure sustainable development. Since frontline personnel make up the majority of the workforce in the hotel industry, their absence could have a negative impact on how services are provided. Hence, the hospitality business should concentrate on reducing the breach of psychological contract by upholding the commitments made to their employees in order to retain competent personnel and improve sustainable growth. Also, a focus on human resource management techniques will make it possible for firms to keep their personnel for an extended period of time.

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