

**EFFECTS OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON EMPLOYEE RETENTION THE CASE STUDY OF IN PUBLIC
HIGHER EDUCATION INSTITUTIONS OF SAMARA UNIVERSITY**



BY: Ayahlush Asrate

Adviser: Worku Mekonnen (PhD)

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Statement of certification

I certify that Aayahlush Asrate has carried out his own research work under my guidance on the topics of effects of human resource practice on employee retention in case of Samara University. This work is done for submission as partial fulfillment requirement for the award of master degree in human resource management.

Approved by board of Examiners

Worku Mekonnen (PhD)

Adviser

Signature

Date

Internal examiner

Signature

Date

External examiner

Signature

Date

Declaration

I, Ayahlush Asrate, announce that this work named—effects of HRM practices on employee retention: the case study of, in public higher education institution of Samara University is my Owen effort and study and that all wellsprings material used for the research have been suitably acknowledge.

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Abstract

The fundamental reason for this research was to see the point of the effects of HRM practices on employee retention of in A Case Study of in public higher education institution of Samara University. To accomplish this, some particular targets were set. The examination followed an explanatory cross-sectional design because it clarifies the relationship between the dependent and the independent variables. The present study clearly looked at the following factors: reward and compensation, training and development, recruitment and selection, human resource planning, performance appraisal and employee retention. The study employed explanatory research approach in which both primary and secondary data were utilized. The objectives population for the current investigation was 2000 representatives of the university, out of which 316 workers were involved as sample size to collect primary data through survey questionnaire. The sample design of the study was simple random sampling method. Quantitative data was analyzed by employing descriptive statistical instrument namely frequencies, percentages, and while inferential statistical instruments was analyzed using correlation analysis and regression analysis. In order to clarify the effect of the relationship among the variables the study HRM practices that affect employee retention and their association, contribution and significance were identified and analyzed. There exist positive connection between employee retention and every one of the five factors for instance human resource planning, recruitment and selection, reward and compensation, training and development, and performance appraisal and these elements could anticipant employee retention. The study recommends that the university better consider and design employee retention strategy or actions in order to retain talented employees by taking the factors of HRM practices studied into account.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

The most valuable asset to corporation its people, thus retaining staff in their jobs is important essential for any organization. Employee retention is one of among the foremost basic issues challenging hierarchical chiefs as a result of the shortage lack of talented labor, monetary development and high turnover rate (Michael, 2008). It is asserted that resources that are rare and valuable create competitive advantage. Studies by Barney (1991), Khan (2010), show that organizations increase and sustain competitive advantage through the management of scarce and valuable human resources. Thus, the success of corporation dependent on the standard and efficiency of human resources. Employee retention is an increasingly impartial challenge for organizations because the age of the knowledge worker unfolds (Lumley et.al, 2011). As Harrie (2007) mentioned that, the market belongs to employees' since capable up and comers with the world wide occupation abilities market have the advantage of decision (Harris, 2007). The dynamic business environment has delivered to bear tons of organizational challenges, a provident one being the retention of adopt employees. The most purpose of employee retention is to stay workers from leaving a corporation as this might have unfavorable impact on efficiency and productivity (Samuel & Chipunza, 2009) However, the challenge of attracting, retaining and motivating people has never been greater (Punia & Sharma, 2008). HRM practices also can be wont to elicit some positive behavioral outcomes as well as advance the talents and skills of employees. Here it is possible to ascertain that there are variety of familiar HRM practices that can aim at improving commitment and retention. For this reason this study will specialize in compensation and incentives, training and development, recruitment and selection, performance appraisal, human resource planning.

This study, however, focuses effects of human resource management practices on employee retention in education institutions. Education has become a replacement new emerging business, especially in countries like Australia, Canada, the US and therefore the UK. Stiff competition among the schools and their aim to realize top positions among the planet ranking universities make the management of human resources in universities even as challenging because it is privately sector. The

internationalization and globalization of universities create new challenges for universities and for his or her HR departments.

According to Dessler, (2008) higher institutions of learning can adopt various HRM practices to reinforce employee skills also as motivate them to figure harder towards achieving the set targets. Higher institutions of learning can improve the character of current workers by giving extensive training and development exercise. The effectiveness of skilled employees could also be limited during a given higher institution if they are not motivated to perform their jobs. Organizations can implement wage or incentive compensation system that provide rewards to employees for meeting specific goals. Performance management as a process explicitly recognizes that in today's globally competitive industrial environment, every employee's efforts most specialist in helping the corporate to realize its strategic goals strategic goals.

1.2. Statement of the problem

Organizations are made up of people. Hence, it is imperative to acquire competent people, evaluate their presentation, promotion their abilities, inspiring them to more significant level of implementation guarantying that they keep on keeping up their obligation to the organization are fundamental in achieving organizational objectives. A sound human resource management system and practices help organizations attain the needs of their employees and their overall objectives. On the other hand, organizations with ineffective HRM system and practices are unable to acquire competent people, properly assess their performance and develop their capacity and, subsequently, they may risk the hazards of stagnating or going out of business. Especially in academic institutions, which are believed to be the foundation for other sectors, management of administrative staff should be considered as one the most essential aspects of management. Yeung *et al.* (2008) added, "HR professionals have no choice but to rework HR activities from administrative and operational orientations to business and strategic focus, or face the danger of being replaced or outsourced". This study occurs arises from the need to arrangement with human assent of Samara University. The fast increment of competition, acute lack of talented labor, competent and the corresponding increase in skilled manpower, the labor turnover and costs of employee replacement have forced Samara University not correctly handle its talented employees. However, according to the preliminary survey conducted by the researcher, Samara University does not have clear policy for performance appraisal, employee training and

development, recruitment and selection and compensation practices. The absence of clear HRM policy may result in inconsistent practices and unfair treatment of administrative staff and academic staff in the university. Moreover, there was no earlier study related to HRM practices Samara University in general. Taking these problems in to consideration, this study intended to study the HRM practices of the university with particular focus on performance appraisal system, process of employee training and development, recruitment and selection, human resource planning and compensation.

1.3. Research Questions

1. To what extent compensation and reward have an effect on employee retention in Samara University?
2. To what extent training and development have an effect on employee retention in Samara University?
3. To what extent does recruitment and selection have an effect on employee retention in Samara University?
4. To what extent does HR practices have an effects on employee retention in Samara University?

1.4. Objectives of the Study

1.4.1. General Objective

- ❖ The main objective of this study is to examine the effects of HRM practices on employee retention in Samara University.

1.4.2. Specific objective

1. Determine the extent of the effect of compensation and incentives on the retention of employees in the Samara University
2. Investigate the effect of training and development practice on retention of employee in Samara University
3. Show the effect of selection and recruitment on retention of employee in Samara University
4. To study how HR practices of public higher education institutions affect employee retention

1.5. Significance of the study

It is a strong belief of the researcher that the output of this study was have greater benefit to those who aspire to benefit from it. Firstly, the study was have the potential to serve as a secondary source of data for those who want to conduct further investigation in this area. Secondly, the findings of the study was have greater significance to the leadership of the human resource department of Samara University as it was forward important solutions to some of the persistent problems related to the management of human resource practice of the University. This was result in implementation of improved human resource management practice in the University. In addition, it further helps university to develop appropriate employee retention strategy which enables the university to practice an effective SHRM towards employee retention. Moreover, the present study assists other researchers who might have an interest in making further research in the area.

1.6. Scope of the study

Delimitations are boundaries set by the researcher (Simons, 2014). The delimitations in the study were the participants and the geographical location. The study was performed in Samara University in afar regional state of Ethiopia. Human Resource Management (HRM) is too wide to even consider converts its whole perspective and sequences in on examination paper. Thus, this examination focused on the common practices of HRM (i.e. human resource planning, recruitment and selection, performance appraisal, training and compensation and reward). Furthermore, the effects of HRM on employee retention in Samara University covered the academic and administrative staff in the colleges and Institutes.

1.7. Limitation of the study

Although the researcher tried to design the research properly and manage the challenges in the process of the study, there were some external variables that affect the investigation and the findings of the study. Some of those challenges the researcher encounter in the course of study include: lack of access to the right secondary data and lack of well-organized document in the university, lack of willingness from some respondents to provide information genuinely and fill the questionnaire and return it timely, and lack of sufficient time and resources.

1.8. Definition of key terms - operational definition of terms

Human Resource practice- termed as best practices, which he believed could improve organizational performance. These are namely; selective hiring, extensive training, employment security, diffusion of information, team working, reduction of status differences, performance related and incentive pay (Busienei, 2013).

Human Resource Management-Armstrong (2001) underscored emphasized that it is individual working in an association organization who exclusively individually and in all add to the accomplishment of its goals.

Strategic human resource management- Armstrong (2008) defined SHRM as a method characterized how the associations through individuals through HR producer coordinated HR arrangement and practices.

Employee Retention: an effort made by business to need estimated workers to remain inside the association to hold ability expertise, and qualities perversely sustained excursive existing procedures to accomplish hierarchical objectives and destination (Almamun and Hasan, 2017). Retention is a “voluntary move by an organization to keep and hold on competent employees to stick or loyal to an organization for a longer period of time” (Francies, 2014, P.1742).

1.9 Organization of the study

This research is introduced in five chapters. The first chapter presents the background of the study, the statement of the problem, the research questions, and the research objectives, significance of the study, the scope of the study, definition of terms and organization of the study. Chapter two reviewed the literature on the effects of human resource management practices on employee retention. Chapter three covered the methodology parts that cover the descriptions of the study area, research approach, research design, sample size and sampling techniques, data source & type, the data collection procedures, the ethical consideration and the data analysis and presentation. Chapter four presented the findings and discussions. It discussed the response rate, the socio-demographic characteristics of respondents and factors influencing employee retention. The final chapter, chapter five, presented the summary, the conclusion from the study, recommendation and suggestions to concerned bodies.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. INTRODUCTION

This chapter the researcher reviewed different sources of literature (both theoretical and conceptual) related to concepts and practices of HRM, performance appraisal, employee training and development ,human resource planning, recruitment and selection, compensation(reward).

2.2 Conceptual and Theoretical Literature

2.2.1 Human Resource Management: Concept and practice

The theory the idea human asset improvement has been characterized by financial specialist, social activates, Industrialist's and different academicians diversely and thought various points Human resource management (HRM), the administration work towards of the work and individuals towards wanted ends is a key action in any association where in people are utilized. HRM is a necessary result of beginning growing an association. Armstrong (2006) describes Human Resource Management (HRM) as a vital and reasonable way to deal with the administration of an association most esteemed resources individual working there who separately and by and large adds to accomplishment of the targets. HRM include all administration choice and practices that honestly influences individuals or HR who work for the association. As Bratton (2007) defines human resource management (HRM) is a essential way overseeing work relations which streets utilizing individuals abilities is basic to accomplished upper hand this being accomplished thought unmistakable arrangement of coordinated business approaches ,software engineering' and practices. Wright, McMahan and McWilliams (1994) distinguished between an organization's human resources (the skilled and experienced employees) and human resources systems. They argued that an organization's human resources have a greater potential to generate value on a sustainable basis. But to create value, the human resources must exhibit high levels of skill and the willingness, motivation, and commitment to exhibit productive behavior that are generated by the human resource management practices. Thus, HRM practices elicit some behavioral outcomes in addition to the improvement of skills and abilities of employees. As a result, it is important that an organization adopts human resource management (HRM) practices that make best use of its employees.

Human Resource Management can be seen as the utilization of employees to gain competitive advantage, particularly through human resource practices. HRM practices have been defined in several

aspects. Schuler and Jackson (1987) defined HRM practices as a framework that draws in, creates, presides and holds arrangement that crates, and retains employees to guarantee the viable execution the endurance of the association its individuals. Besides, HRM practices are additional conceptualized as a bunch of inside predictable approach and practice planned and carried out to guarantee that anassociation human resource add to the accomplishment of its business distention. Likewise, Minbaeva (2005) viewed HRM practices a set of practices utilized used by organization to to oversee HR thought working with the improvement the ability that the firm explicit, produce complex social connection and create association information to support upper hand.

2.2.2 Human resource planning

According to Mensah,(2012) cited in, Yewynshet Desalegn(2017), human resource planning is a very crucial element in organization which creates awareness about what course of action to be taken in recruiting and retaining employees. Organization can determine the right supply of talents at the right time with the right skill for better performance in global market. Human resource planning plays a great role in for casting and filling human capital needs when it is necessary and failing to perform a planning with the right skill and knowledge of employees at the right time will disrupt the business environment (Wright et.al, 2004). Specially, in banking industry the service depends on the availability of enough work force with the right skill and knowledge to serve customer. If fail to do so, the burden shared on individual will be high and that create burden on employees which may leads to customer dissatisfaction.

Human resource planning is mostly describe as the interaction that distinguish the quantity of workers an organization need as far as excellent and amount hence forth it is viewed as a continues cycle of order and organized arranging. The primary reason for human assent arranging to is to ensure the workers have best degree of collaboration with their position. Additional this arranging interaction firms that workers in right number as required for example there is no one or the other overflow labor nor deficiency. The three basic elements of human resource arranging include a) labor estimate b) overseeing interest for workers and accessible inventory in market c) keep a balance between work market interest expectations. Dwevedi (2012) describes “Planning for future balance by comparing the number of employees needed to the number of present employees who can be expected to stay with the organization, a project manager should give more time to the human resources experts to work on

that” Jonathan Rice (2011) stated that Human Resource Planning is a long lasting process organized in a way that properly employs the human resource of the organization. In order to create and maintain the best fit between the job and employee, planning is given special attention. “The three key elements of the HR planning process are forecasting labor demand, analyzing present labor supply, and balancing projected labor demand and supply”. According to Craft (1980), Human resource planning owns a significant role in deciding and specifying the characteristics of applicants, in order to select the best fit that organization looks for. Noe et al (2003) elaborated that it is important to rightly implement human resource planning in order to create the lead time necessary to confront potential problems and threats to the organization’s competitive edge.

2.2.2.1 Objectives of Human Resource Planning

Butler *et al* (1991) explain that there is an important role of human resource management to create upper hand for the association against the candidates present in the business. Manzini (1988) underscored that every single hierarchical drive need an integration with the HR practices for successfully integrating corporate strategies. When all strategic initiatives i.e. growth, better customers service, innovative production methods, improvements in after sale services, mergers, etc. possess an alignment with HR practices and policies of the organization e.g. with organizing, communicating, developing, appraising, and rewarding employees, and keeping an eye on the future capabilities of the organization, the chances of successful and better resulting implementation of strategic plans increase. The HR practices also need to be aligned with objectives of the organization. Walker (1990) outlined that “Like most organizational practices, however, the effectiveness of HR planning depends on the perspective within which it is utilized”. HR planners need to have clear and precise objectives in mind in order to better execute HR planning process. Similarly, Ulrich (1987) added that HR planning is recognized as a source of development of organizational functions based on missions and objectives of the business.

2.2.3 Recruitment and Selection

Recruitment is the measure whereby an organization creates pool of qualified, talented and learned people applying to an association for work (Gold, 2007). In view of the above the aim of the organization is to find suitable candidates who satisfy the requirements for employment. In the view of Adu-Darko (2014) it is the process of obtaining applicants with the required experience, knowledge, skills, qualifications and attitude for a job vacancy. Armstrong (2006) posits that recruitment is aimed at obtaining the right caliber and number of suitable persons to fill vacant positions in an organization. Castello (2006) posits that recruitment is described as a process where management uses methods and processes to legally obtain qualified persons to fill vacant positions. Dessler (2002), points out that recruitment and selection is a process of attracting people for a job opening. Jovanovic (2004) said recruitment is a cycle of drawing in a pool of great candidates to choose the best among them. To Yaseen (2015), recruitment is basically attracting and finding competent pool of candidates according to the requirements of the job or key position One of the most important functions of the Human Resource Department of every organization is attracting potential employee(s) who have the requisite qualification, skills, knowledge, experience and attitude to take up the job offer to fill a vacancy (Muscalu, 2015). In candidates for a task, the broad should identify will springs of the recruitment. The wellsprings of recruitment an association could consider are: internal sources and external sources. However, indicated by Muscalu (2015) it is suitable utilized the two source to build the organization balances of drawing in the top persons for the work.

2.2.3.1. Sources of recruitment

A source of recruitment can be described as way through which a prospective employer can organize a pool of prospective job applicants or job seekers. Basically, there are two way preferably described as sources of recruitment. The two are externals and internal sources. *Internal sources of* recruitment is recruiting from within the organization. The **internal sources of recruitment are:**

1. **Advancement;** advancement implies being give higher situation in similar association. This comes with more responsibility, better conditions of service, a rise in the hierarchical ladder in the organization, better salary. In this case a qualified candidate who is already working in the organization is offered the contract to fill a vacant position.

2. **Moves (transfer):** this is another source of recruitment. An employee is moves to another place of work within the same organization. For this situation there no ancient in position or expansion in the responsibility. The salary does not change but the employee is transferred to another place to fill a vacant position.

3. **Internal advertisement;** in this situation the organization declared an opening inside the organization Employees are encouraged to apply and the opening is filled from within

External sources of recruitment External source of recruitment means recruiting from outside the company. It includes the following

1. **Human resource recruitment consultants;** the company engages the services of a private company or consultant to recruit high management personnel. In this case they act a representative of the company.

2. **Executive recruiters;** they are likewise called talent scouts and are uncommon work office held by business to search out top administration ability for the association. Headhunters can be quiet useful because they have many contacts and are especially adept at contacting qualified candidates who are employed and not actively looking to change jobs. They can also keep the firm's name confidential until late into the search process (Sefenu&Nyan, 2017).

3. **Public advertisement;** the human resource department of the company announces the vacancy in the public domain. The advert is done in the newspapers, radio, television and currently internet.

Selection is the second stage of the employment process. Selection is therefore the process of identifying the most appropriate and suitable person for a particular job. Through selection, the performance for the job is predicted and applicants must fulfil this performance requirement before they would be selected (Yaseen, 2015). According to Casteller (1992) the purpose of selection is to identify applicants to fill vacant vacancies in an organization. Here applicants are supposed to meet specific requirements related to competencies of the job. Swanepoel, Erasmus, Van Wyl and Schenk (2003), defined selection as “the process of trying to determine which individuals will best match particular jobs, taking into account individual differences such as potentials an applicant could bring on board”. Robert (2005) also defined selection as evaluation of candidates, using prescribed methods and strategies to ascertain how best to choose highly qualified personnel.”

2.2.4. Training and Development

Training and development is a deliberate obtaining and intensification of information, ability and attitudes needed by workers to sufficiently workers perform doled out of mission consequently to help execution in the work climate it assists with grating refreshed information ,abilities and thusly improve effectiveness . According to Hong et al. (2012) if training and development is productively and successfully planned and conveyed: improvement in execution like usefulness, quality administration are the preparation result give that the work deliberated adjusted to the association needs. Subsequent the ideal necessities of workers for improvement inside the association is satisfied through the preparation programs gave that there is almost certainly to achieve the expected result by the association for example retention of employees will be reached or accomplished .farther training and development can be methods for common since schooling which upgrade abilities ,experience , information and empowering agent to defeat failure need- based training assessment is need for the association to guarantee the adquence of preparing embraced which is essential for retention and development of employees (Al-Khayyat, 1998; Shakeel & But, 2015). Subsequently major interest planned and dealing with preparation frame work is needed to use as method to device major for retaining employees (Anis et al., 2011; Boxall, Macky and Rasmussen, 2003). As indicated by Mbungua (2015) training and development basic can be controlled by checking ordered destination and what assignments ought to be finish to accomplish those goals essentials for work occupation to finish under thinking ; the ability , information or capacity needed by workers to show the fundamental positions. Training as an HRM practices is important section of different office in any organization which is applied to retention and development program since when a worker is not performing admirable and not ready to meet expect out comes either the employees will switch the worker or terminated (Ejaz&Akbar, 2015). As indicate by there are different analysis directed in helped areas which express the relationship of training and development practice and employee retention. Among those studies, Samuel & Chipunza (2009) directed focus in South Africa of public and privet sector organization shown that training and development can be utilized as encouraging variable for employee retention. The authors further suggested that there is a strong indication of are relationship between training and development and employee retention.

2.2.4.1 Methods of training and development

Adegbite ,Adeleye and Aderemi (2014) have classified training and development under two main categories: on-the-job training and off-the-job training. It must be noted that both on-the job training and off-the-job training are genre terminologies for classifications of training and development and not training and development methods per se. An organization may decide to training its employees whilst on the job, or off the job. In the case of the former, the worker is trained inside (internally) the organization. Some of the training and development methods that may be adopted by an organization to upgrade the skills of its employees include apprenticeships, and job rotation. For the latter, the employee is trained outside (externally) the organization and training and development methods that may be employed here include simulation, role play and case study.

On-the-Job Training

Apprenticeship According to Olaniyan and Ojo (2008), apprenticeship refers to the process whereby a skilled person trains someone who is unskilled. Noe (2010) is of the view that in apprenticeship, one works and studies at the same time, employing both on-the-job training and classroom training (off-the-job). Generally, the trainee works for and with the trainer who is usually a senior employee and can take a long time. Its main merits include receiving remuneration whilst learning and there is a high degree of securing a job after the training. An organization is likely to get a high skilled labor since the training is tailored to meet the organization's needs (Noe, 2010).

Job Rotation: This method refers to the process whereby the trainee learns different types of jobs or functions at different times/periods in an organization. That is, the trainee moves from one function to another as the planned timetable or schedule will dictate (Adeleye et al., 2014). According to Jorgensen, Davis, Kotowski, Aedla and Dunning (2005), job rotation refers to the placing of an employee in different positions or situations within a specific period according to the employees' knowledge, skills and capabilities. Tuei and Saina (2015) advance that job rotation is when the trainee moves from one task lateral to another which affords the employee the opportunity to acquire skills. Job rotation enables the trainee to become a multi-skilled employee. In this case, the trainee becomes a generalist after the training since he/she knows a little bit of each task which increases job satisfaction and productivity (Saravani&Abbasi, 2013).

Off-the-Job Training

Simulation: According to Cole (2002), simulation refers to the situation whereby the trainee or the employee is trained in a near perfect work situation. Mack (2009) also posits that simulation is a training or research method designed to get an experience in a controlled environment. According to Mehta and Bhatt (2014), simulation concerns training employees in any artificial environment just like the actual work situation whilst vestibule concerns using the prototype or the same equipment just like those used in the workplace for training but the training is conducted outside the work place.

Classroom/Lecture Sutherland (1976) intimates that a lecture refers to the process whereby a trainer teaches or disseminates information or ideas orally to the trainees with little or no participation by the trainees. The information could emanate from his own reading, research and experiences. According to Ahammad (2013), this method is used when many people are taught with a high volume of information or when the content of the training is voluminous. This method can be supported with other training methods like case studies and role playing. The approach is used to cut down cost and it saves time when the trainees are many and when the volume of information is huge (Noe, 2010).

2.2.5. Performance Management (appraisal)

Performance appraisal is method of assessing evaluating employees' performance individually in order to take choice for working distract by tacking looking as the person aggregate inclusions the association as far as their inward quality and operational ability (Gurman & Saks, 2011). According to Brudan (2010), performance management is a universal term in today's business environment due to being embedded in the body of knowledge of various disciplines and being used at all levels of the organization. Performance management is a process by which organizations set goals, determine standards, assign work and evaluate it, and at the same time distribute rewards (Varma et al., 2008). CIPD (2005) contended that performance management is the board in the principle vehicle in which directors convey what is needed form the employee and give feedback on how well they are achieving the job goals. Briscoe and Claus (2008) concurred that performance management is the frame work system through which organization put out of work objectives diced performance standards, assign and evaluate employee's work, provide feedback to employees, determine training and development needs and distribute rewards to employees. It is a continuous cycle of distinguish estimate and fostering the presentation of the people and adjusting execution to the essential objectives of the association"

(Aguinis, 2009). Armstrong (1994) support that exhibition the management executive is a strategic and integrated process that delivers sustained success to the organization by improving the presentation of individuals who work to them fostering the ability of individuals benefactors and teams. Laurie (2007) supported that performance management is essentially an integrated activity that permeates every facet of the operations of an organization. Rogers (1990) saw performance management as a system for managing organizational performance.

2.2.6. Compensation (reward)

Many research explanted with the evidence the reward and compensation satisfaction plays an important in employee retention. Hong et al. (2012) asserted that reward and compensation is typically not only currency received by an employee from an employer as a salary or wages, or do/give something to somebody in return but also non-cash benefits like provident fund, pension, life and health insurance, retirement plans, and payments that include company cars or supported transportation or benefits that can be used as tools for attracting and retaining talented employees. Hong et al. (2012) further proposed the monetary and nonmonetary pay plays a significant part of workers turnover expectation and found that if employees are happiness with the organization work and imparts its remuneration, and employee stayed submitted of the association. Many Scholars proposed that remuneration is method for employee retention through which workers will give their activates, more committed and will on the way to remain to the organization. (William & Dreher, 1992; Gardner, Van and Pierce, 2004).

The examination lead Kakar, Razik and Khan (2015) showed that among different compentes of employee rewards and remunerations influence worker maintenance for the most part. Also the examination did by Francis (2014) also showed that pay and award definitely affected employee retention. Nevertheless, Smith (2001) had contended that despite the fact that cash is wellspring attraction for the worker, yet not reality to hold them in the association depend on the viable methodologies defend by the organization. Therefore the above writing it very well may be realized that award and pay is necessary factor for worker maintenance as can motivate employees conduct, impact their choice and ensure long term employment.

2.2.7. Employee Retention

Employees are the back bone of the organization. They are significant important in keeping the organization on the correct way. Retaining best ability would assist with using abilities and capabilities of employees, which in turn methods for achieving certain under takings and advantages an organization in attaining upper hands. Best abilities cannot represented by different competitors as far as delivering high confidence fulfilled colleges who give better customer support and upgraded usefulness, which along those lines brings about increment performance, customer loyalty, smooth administration of progression arranging improved hierarchical learnings (Heathfield, 2005; Hong et al., 2012). Retention talented workers is significantly for the drawn out of development just as achievement of the business in light of the fact that capable and talented workers are resource of an organization. According to Agustine and Ssemugenyi (2014) retention best workers guarantee customer loyalty, upgrade item and administration deals, empowering influence of fulfilled association just as customer make successful progression arranging and method for making authoritative information and its administration . In their study Balamurugan & Abinaya (2016) express of the work employee retention compromise of arrangement farther more practice which employees become part organization for amore expanded time frame amore until retreatment, yet the choice of workers can be impacted by different element: age, family circumstances, mentoring, career and learning opportunities, good benefits, networking and the external job market or job title. Retention of employees can be taken a vital compentes of human assent producer starting from the choice of the right workers to retention of employees and finish the responsibility commitment in the organization (Zahoor, Ijaz and Muzammil, 2015. Employee retention is helpful for an organization as well as for employees. Experienced and capable employees have a lot of good freedom in hand today. The moment employees feel unhappy or dissatisfied with the existing employer or the job they are holding; they plan to join another employment opportunity (Olaimat & Awwad, 2017).

2.2.8. Relationship between HRM Practices and Employee Retention

There are many researchers who have conducted the study on the relationship between HRM practices and employee retention. Olaimat & Awwad (2017) in their study assessed the effects of

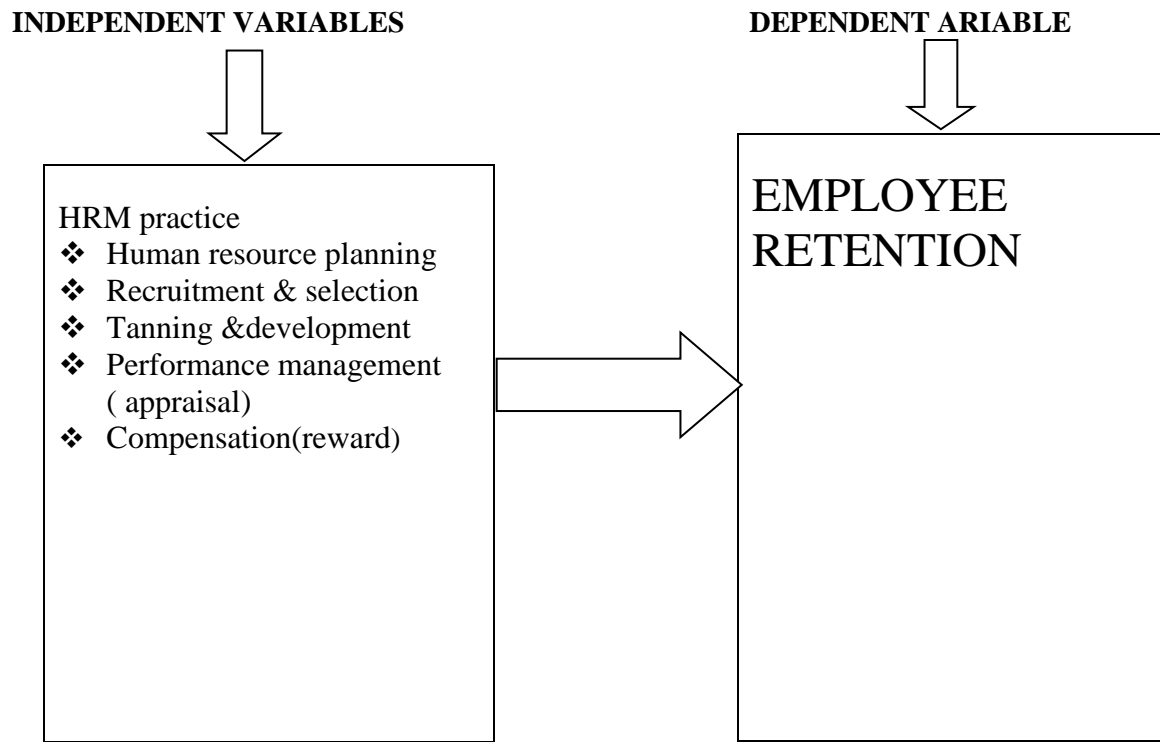
HRM practices on employee retention in public sector in Jordan. The result of their findings indicated that HRM practices such as recruitment and selection, training and development positively influence employee retention and affect the decision of employees to remain in the organization, but described non-significant influence of performance appraisal on employee retention.

Haider et al. (2015) expected the effects of HRM practices on employee retention in Pakistan and found that pay and authoritative culture have a positive relationship with employee retention, yet training and development has a negative relationship. To the unexpectedly an examination led by contrary, a study conducted by Samuel & Chipunza (2009) in South Africa's public and private sector organizations shows that training and development is a stimulating factor for employee retention and sold sign of the relationship with employee retention. Further, Francis (2014) additional analyze HRM practices and employee retention in assembling organization in Nigeria focusing on training and development, performance appraisal, recruitment and selection, compensation and benefits. The consequences of the shoe that among discovers showed that among studied HRM practices only compensation and benefits has a positive effects on employee retention.

Mbungua (2015) lead an examination on the connection between conducted a research on the relationship between HRM practices and employee retention by recognize those compentes in particular: human resource planning recruitment and selection, training and development and performance management compensation and reward. As indicated by Mbungua, while practicing HRM organizations can ready to hold gift workers and continue acquired upper hand. Mbungua (2015). Further proposed that, there is positive relationship between recruitment and selection, training and development, performance management and employee retention, so, in order to sustain organizational competitiveness, the administration in every organization specifically business parts should study recruitment with the understanding of retaining their key employees and thereby reduced the cost of recruitment and the damage of valuable abilities. Moreover, Mbungua declared that with the goal conforming ensuring retention employees in the organization, the management improved actively exercises training and development in order to improvement skills and knowledge of their employees. On the other hand, enhancing performance amount through goal set among other factors does influence employee retention.

Theoretical Framework

The purpose of this research study is to observe the effects of Human resource Management practice on employee retention in the public higher education institution of Samara University. In this research study the employee retention depends upon Human Resource Management practice, so Human resource practice is independent variable and employee retention is dependent variable.



Source: developed by the researcher based on literature review

Figure 2.1 conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY APPROACH

3.1. Description of the study Area

This study will be conducted at Samara University which is located in the capital city of afar national regional state, samara town. This university is a public higher education institution established in 1998 E.C. The mission is to producing competent graduates, releasing problem solving research output and providing need based community services through education, training, consultancy and research to foster the social and economic development of the nation and its vision be the one of the top ten leading university in pastoral and agro pastoral community development east Africa by 2035.

3.2. Research approach

The purpose of this study is to effects of human resource management (HRM) practices on employee retention in Samara University. The study followed quantitative research approach. The quantitative one helps in determining closed-ended, pre-determined questions, observational or instrumented numeric data and helps in statistical analysis/interpretation.

3.3. Research design

The study will mainly employed explanatory research design. The purpose of explanatory research design is mainly to understand and explain what relationship and effect shall exist between the dependent variable and the independent variables quantitatively to know extent of relationship and effect of variables. Explanatory approach will conducted with the objective of establishing the cause and effect result connection between the dependent and independent variables by correlation i.e. between independent variables and employee retention; Explanatory research looks for causes and reasons. It aims to understand phenomena by discovering and measuring causal relations among them (Mitchell and Jolley, 2004). In order to summarize the demographic attributes of the respondents and

to know the degree of employee's perception about independent variables and dependent variable, descriptive analysis was used by comparing the frequency, percentage, and inferential statistics analysis such as correlation and regression analysis.

3.4. Population

The population of the research includes all the Administrative staff and academic members of Samara University. Based on the data obtained from HRM office of Samara University, there are about 2000 administrative and academic staff members in the university

3.5. Sample size and Sampling techniques

To select representative sample for the study, four out of seven colleges of the university were selected through simple random sampling in academic staff and the administration staff was also purposely included in the sample. Then, 66 employees each from the four colleges and the administration staff 69, employees a total of 333 respondents, were selected for the questionnaire survey through simple random sampling techniques using lottery method. Of the 333 sample academic and administrative staff to which the questionnaires were distributed, 316 of them duly filled the questionnaires and returned to the researcher.

And in order to determine the sample size from the total population the researcher was use the YaroYamen's formula (Kelechi, 2008) as shown below:

$$n = \frac{N}{1 + Ne^2}$$

Whereas:

n = is the required sample size

N = is the population size

e = the level of precision / confidence interval (Yamane Taro, 1967).

The study considered a 95% confidence level and a 5% confidence interval. Using the above portrayed statistical formula, the sample size of the study was determined as follows:

$$n = \frac{2000}{1 + 2000 \times 5\%^2}$$

$$n = 2000/1 + 2000 \times (0.05)^2$$

$$n = 2000/1 + 2000 \times 0.0025$$

$$n = 2000/ 1+ 5$$

$$n = 2000/6 = \underline{333}$$

The number of questionnaires distributed to employees, properly filled and returned to the researcher is presented in the Table below.

Table 1 Number of questionnaires distributed and collected

Colleges/ academic staff	Total No. of Employees	Number of questionnaires distributed	Number of questionnaire Collected
College of business and economics	71	66	64
College of social and humanity sciences	136	66	57
College of natural sciences	150	66	65
College of Engineering Technology	257	66	63
Administration staff	1386	69	67
Total	2000	333	316

Source; Human resource management office.

3.6. Data type and source

According to William, et al., (2010), there are two types of data, primary and secondary. The primary data are those which are gathered for the first time and a fresh and thus collected for the case at hand (Kothari, 2004). Secondary data is defined as Data that have been previously collected for some purpose other than the one at hand. For the purpose of this study in order to obtain relevant information both primary and secondary data was used.

3.6.1 Primary data

The real effect of human resource management practice on employee retention, collection of quality primary data is unnegotiable and mandatory. Therefore, the primary data were collected through well-structured questionnaires. Questionnaire is prepared in a way addressed all important points to measure the research questions and covered all parts as well as it was clear or use direct way which not initiate participants for hesitation.

3.6.2 Secondary Data

They used internal webs which simply provides internal information about the organization and also recent research in different topics and it is available for ease accessibility. Also the university uses official websites and different magazines as well as annual reports and communication reports and those secondary ways of data collection have been implemented to make sure the fullness of the study.

3.7. Data collection procedure

In the process of collecting the actual data, the researcher was follow the following procedures. Firstly, subject professionals will judge the validity of the research tools. Secondly, to assess the accuracy of the tool and for a preliminary understanding of the problem and the respondents, pilot study with 15 employees' of Samara University was be conducted. Based on the feedback obtained from the pilot study, the researcher was make necessary modifications. Thirdly, the necessary information was be collected from the study area. Finally, the researcher will check the accuracy and completeness of the information.

3.8. Data Instrumentation

Data were collected from both primary and secondary sources. For primary source: Self-administered questionnaires were prepared for the respondents. The questionnaire adapted from previous similar studies and modified based on the research questions. It incorporates quantitative and close ended type of questions and comprises two parts: the first part includes demographic characteristics. The second part was questionnaires about HRM practices (HRP, T&D, and Performance Management,

recruitment and selection Compensation Management and employee retention). Under HRM practices, there were total of 333 questions with 5 subscales. All questions of HRMP are rated using a five-point Likert scale ranging from 1 to 5 with **5= Strongly Agree, 4 =Agree, 3= Neutral, 2= Disagree, 1=Strongly Disagree.**

3.9. Data analysis methods

Once important data are collected from all pertinent sources, the researcher was make use of different data analysis tools to convert the data in to useful information. Data collected from structured questionnaire was be analyzed using like, frequency, and percentage method, which clearly show human resource management practices using different variables was be employed. Determination of the relationship between the identified retention influencing factors (independent variable) and employee retention (dependent variable), the researcher was used inferential statistical instruments like Pearson's correlation coefficient and regression analysis.

3.10. Validity of the Research Instrument

Kotari (2004) the study internal validity indicates to its capacity to calculate what we plan to estimate. In other words what we find with our questionnaire actually represents the reality of what we are measuring. As indicated the already the examination instrument was per-tested before one week of actual distribution to ascertain that the questions made sense to respondents and to know the issue with the questionnaire that might lead to unfair answers. Nevertheless, to ensure the results of measures free from material errors that arise from the design of the survey questionnaire; precision of instruction, layout and clarity of questionnaire was carefully examined.

3.11. Reliability of the Research Instrument

Reliability of the instruments concerns the degree to which specific instrument gives comparable outcomes over a numerous of repeated judgments and the exploration instruments are considered reliable if the reliability coefficient is 0.7 and above (Mugenda and Mugenda, 2003).The reliability of data collection instrument was estimated to support the interior consistency by utilizing the normalized Cronbach Alpha. Cronbach Alpha test is use to check how much your questionnaire is reliable. The

result shows that all the variables have Cronbach Alpha greater than 0.7 which means they are reliable and have good statistics. Overall Cronbach Alpha of above 0.7 shows that the data collected to measure independent and dependent variable is reliability (Nunnally, 1978). The results of reliability test for all items are summarized in the table below:

Table 2, Reliability test of the research instrument

Questionnaire section	No of items	Cronbach Alpha score	Remark
Human resource planning	4	0.876	Reliable
Recruitment and selection	5	0.900	Reliable
Training and development	6	0.883	Reliable
Performance appraisal	6	0.871	Reliable
Compensation and benefit	6	0.917	Reliable
Employee retention	4	0.831	Reliable
All items	31		

3.12. Ethical considerations

The study taken all moral thoughts in to recurred account to acknowledge all cited information in both the body of the research and the reference section. On the other hand; all reviewed, accessed and paraphrased data sources and documents were acknowledged. The survey data kept anonymous in which the purpose of the study was fully described, confidentiality and privacy were also emphasized with brief covering letter. About the survey respondents, their consent was requested to ascertain voluntary participation and all information gathered was used for the research purpose and thus not be disclosed to third parties. Therefore, the survey questionnaire was self-administered, ensure privacy respondent acceptability and save costs as well as ensure confidentiality.

CHAPTER FOUR

Data Analysis and Interpretation

4.1 introduction

This chapter deals with the analysis and Interpretation of the quantitative data gathered from university. The questionnaires composed close ended questions which are summed up and introduced quantitatively in tables utilizing SPSS software (IBM SPSS statistics 20 Version). The study used primary and some secondary data from published and unpublished documents. Questionnaires were appropriated for 333 respondents, 12 of the questionnaires were not returned and 5 were invalid due to incompleteness of the questionnaires. Response rate was 316 in number. To analyze the information, the descriptive statistics including demographic characteristics such as, frequency, percentages and the results of the research findings were employed. The inferential statistics include correlation analysis, regression analysis, in order to find the linkage between HRM practices and employee retention.

4.2. Demographics Characteristics of the Respondent

The profile of the respondents in terms of sex, age range, education level, marital status and years of service is presented in Table 1:

Table 3, profile of respondent

Sex of respondent	Frequency	Percent %
Male	198	62.9
Female	118	37.1
Total	316	100
Age range	Frequency	Percent
20-25	72	24.1
26 -34	136	47.0
35-44	70	25.9
45-44	17	3.0
Total	316	100

Educational level	Frequency	Percent
Diploma	6	1.8
BA	108	34
MA	198	62.6
PhD	4	1.2
Total	316	100
Marital status	Frequency	Percent
Married	146	55.6
Single	170	44.4
Total	316	100
Years of service	Frequency	Percent
1-2	58	18.4
3-4	114	36.1
5-6	83	26.3
6-8	37	11.7
Above 8	24	7.6

Source: Survey Data 2021

4.2.1. Distribution of the Respondents by Gender

Table presents the section profile of the respondents and the summary statistics of their circulation through these characteristics. The study discovers show that gender compositions were fairly distributed. There were 198 male respondent which represent (62.7%) of the respondent and 118 female which cover (37.0%) of the respondent. This is reliable with the way that there are more male in employment than women. The majority of this study respondents were represented by male.

4.2.2. Distribution of the Respondents by Age

The second demographical part of the study was age and there were six groups of age. The first group of age was classified on under 20-25 parts and it covered 72(24.1%) and 22.8% of the total sample. The second age classification covers age between 26-34, represents by 136(43%) of the respondents and the third age classification covers from 35-44 and there were 91 respondents on this age level which means 28.8% of the respondents. The fourth age order 55 –64 address there were 14 peoples (5.1%).The large part respondents fails under age characterization between 26-34 and it shows that the greater part are youthful working power which look for which seeks a better working human resource management practice.

4.2.3. Distribution of the Respondents by Education Level

The thirdly study had covered the instructive achievement of the respondent and most of the respondent were masters in number there were 198 (62.6%). There were 108(34) Bachelor degree holders and the diploma 6 (1.8%) and PhD 4(1.2) the greater part of respondent holds MA arrangement of the respondent shows all respondent are educated. Reasonable appropriation of education level advantages to meet the purpose of the study as it is concerned with the professionals and skilled employees of the university.

4.2.4 Distribution of the Respondents by Service Year

The fourth part of the demographical factors were tenure or the experience held by employees. There were 58 (18.4%) employees who had experience of 1-2 year. Also, 114 (36.1%) respondents had an experience of 3-4 years. There were 83(27.4%) respondents had an experience between 5-6 years. 37(11.7%) of the respondents also had an experience of 6-8 years and the last above eight 24 (7.6). The frequency distribution analysis result of the respondent service year indicated the majority of them had 3-4 years of work experience.

In general, the demographic characteristics indicated that the largest number of the respondents were male, Masters Holders and well experienced employees. These respondent populations are

vital for development of the university as they have essential university administration experience as well as they are younger employees who are energetic in performing their task.

4.3. Descriptive statistics Analysis for HRM practices

This study was made to see effects human resource management practice on employee retention of Samara University and there were 316 members reacted utilizing five points Likert scale from the lowest strongly disagree to the highest strongly agree. Note: 1, Strongly Disagree (SD), 2 Disagree (D), neutral (N), Agree (A), Strongly Agree (SA)

4.3.1 Human resource planning practice

The respondent were requested to describe the extent to which they agree or disagree with the statements relating to human resource planning in the university. The outcomes were introduced in the accomplishing table results were presented in the following table.

Table 2 our organization has a human resource strategic plan

Degree of agreement	Frequency	Percent
Strongly disagree	98	31.0
Disagree	36	11.4
Neutral	60	19.0
Agree	67	21.2
Strongly agree	55	17,4
Total	316	100

Source: Survey Data 2021

As we can see from the above table, 134(42.4%) of respondent disagree about our organization has a human resource strategic plan in the university while 122(38.6%) agree that in our organization has a human resource strategic plan and 60 (19.0%) were neutral. This indicate that the majority respondent are dis agree perceived our organization has not a human resource strategic plan.

Table 3 , A Human resource strategic plan of our university is prepared with the participation of all concerned bodies.

Degree of agreement	Frequency	Percent
Strongly disagree	68	21.5
Disagree	77	24.4
Neutral	64	20.3
Agree	77	24.4
Strongly agree	30	9.5
Total	316	100

Source: Survey Data 2021

On the same page, 145(45.9%) of Human resource strategic plan of our university is prepared with the not participation of all concerned bodies. On the contrary, 107(33.9%) believed that human resource strategic plan of our university is prepared with the participation of all concerned bodes. 64(20.3%) of the respondent choose to stay neutral. So this data indicates the majority respondents our university is prepared not participation of all concerned bodes.

Table 4 The strategic HR plan feet with the developmental plan of the university

Degree of agreement	Frequency	Percent
Strongly disagree	65	20.6
Disagree	75	23.7
Neutral	53	16.6
Agree	83	26.3
Strongly agree	40	12.7
Total	316	100

The strategic HR plan feet with the development plan of the university 140(44.3%) of the respondent replied that they did not agree, while 123(39%) agree the strategic HR plan feet with the development plan of the university. Again here, the remaining 53(16.6%) stayed neutral. So the majority respondent did not agree strategic HR plan feet with the developmental plan of the university.

Table 5 our organization has annual HR plan

Degree of agreement	Frequency	Percent
Strongly disagree	56	17.7
Disagree	70	22.2
Neutral	65	20.6
Agree	84	26.6
Strongly Agree	41	13.0
Total	316	100

Source: Survey Data 2021

The last question on human resource planning variable were intended to see about our organization has annual plan. 126(39.9%) respondents thinks there are no our organization has annual plan and 125 (39.6%) agrees that there is our organization annual plan. 65(20.6%) were neither agree or disagree. As the table indicate majority respondents disagree in this case our organization not annual human resource planning in the organization.

4.3.2 Recruitment and Selection practice

According to Huselig (1995) HR Practices of high performance companies are discovered found that attracting and selection the right employee builds the worker usefulness, help hierarchical performance and contributes in reducing turn over. This in the other hand means that it contributes for employee retention (Beckes and Huselid, 1999). Relating with this issue respondents are asked to rate issues as shown in table

Table 6, our organization place the right person in the right job

Degree of agreement	Frequency	Percent
Strongly disagree	79	25
Disagree	104	32.9
Neutral	38	12
Agree	23	7.3
Strongly agree	72	22.8

Total	316	100
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Source: Survey Data 2021

The right person in the right place at the right time in any recruitment process .The main drawn aim to attract the widest pool appropriate qualified and skilful competent candidates.in this section based on the table result revealed that 176(55.8) employees did not agree and 176 (32.3.) respondent agree so our organization place the right person in the right job and the other respondent 38 (12) neutral. So the majority respondents our organization has place not in the right person in the right job.

Table 7, there is good orientation for the newly hired employees

Degree of agreement	Frequency	Percent
Strongly disagree	30	17.7
Disagree	85	25.2
Neutral	38	15.8
Agree	104	27.5
Strongly agree	59	13.9
Total	316	100

Source: Survey Data 2021

They confirm that there is a well-designed induction program for our organization place in the new hired employee and there is a good orientation for the newly hired employee. So the table indicate 163(45.3) respondent agree and 115(39.1) respondent did not agree and the other respondent neutral 38(15.8). So the majority part of respondent a good orientation for the newly hired employees in the organization.

Table 10, I have given a clear job description that describes about my job

Degree of agreement	Frequency	Percent
Strongly disagree	56	17.7
Disagree	79	25.0
Neutral	50	15.8

Agree	87	27.5
Strongly dis agree	44	13.9
Total	316	100

Source: Survey Data 2021

As shown in the table majority of the respondent 135 (42.7) have not given a clear job description that describes about my job in the organization and the other respond 131(41.4) agree in give a clear job description that describes about my job and the other respondent 50(15.8) neutral. So the majority respondents dis agree in this case not given clear job description about my job in the organization.

Table 11, the recruitment and selection process in university fair and transparent

Degree of agreement	Frequency	Percent
Strongly disagree	70	22.2
Disagree	35	11.1
Neutral	52	16.5
Agree	69	21.8
Strongly agree	90	28.5
Total	316	100

Source: Survey Data 2021

Employees were asked whether recruitment and selection process is fair and transparent and responses can be found 159(50.3) employees agreed on the fairness and transparent of the organization about recruitment and selection and the respondent did not agree 105(33.3) and the other respondent neutral 52(16.5). The majority respondent are agree in this case recruitment and selection process is fair and transparent in the organization.

Table 12, there is an accuracy of person specification in our organization

Degree of agreement	Frequency	Percent
Strongly disagree	63	19.9
Disagree	83	26.9
Neutral	52	16.5
Agree	78	24.7
Strongly agree	38	12
Total	316	100

Source: Survey Data 2021

The results of the findings in the above table to identify the recruitment and selection practices of the university involved an accuracy of person specification in our organization thus great number of respondent disagreed with respondent rate of 146(46. percent) whereas 116(36.7)percent agree remain neutral. So the majority respondent in our organization not accuracy of person specification in the university.

4.3.3 Training and Development Practices

Since training is the systematic process of altering the behavior of employers in a direction to increase organization goals, the selection of its methods should be determined by the objective of the particular training program. Training methods depend on the objectives of the program. A variety of training methods are available and used by training institutions and organizations. The most popular training methods used by organizations are classified into on-the-job and off-the-job training methods (Rao, 1990). In order to get the desired result from training program the organization must select appropriate training methods and training delivery mechanisms.

Table 13, the University carefully selects is training methods suitable for the intended objective

Degree of agreement	Frequency	Percent
Strongly disagree	70	22.2
Disagree	77	24.4
Neutral	55	17.4
Agree	74	23.4
Strongly agree	40	12.7
Total	316	100

Source: Survey Data 2021

Based on the opinion provided by most of the respondents 147(46.6%), did not agree the university does not carefully select training methods suitable for the intended objectives. The 144(36.1) agree and the other respondent neutral 55(17.4).In so the majority respondent the university not carefully select training methods suitable for the intended objectives. In addition, there are no adequate training facilities for the organization.

Table 14, there are adequate training opportunity for eligible employee

Degree of agreement	Frequency	Percent
Strongly disagree	71	22.5
Disagree	86	27.2
Neutral	44	13.9
Agree	76	24.1
Strongly agree	39	12
Total	316	100

Source: survey Data 2021

The purpose of training is to equip people with the necessary skills, knowledge and attitudes to meet the organization’s needs in relation to its objectives. By providing adequate training opportunities, organizations can maximize employees’ potential and focus their energies on the needs of the organization while fulfilling their need for personal development and job satisfaction. Providing adequate training opportunities to employees not only contributes to the quality and effectiveness of the organization, but also serves to motivate and retain employees.

As shown in the table, majority of the respondents 157(49.7.9%) indicated that university does not have adequate training opportunities for eligible administrative staffs, 115(36.1%) agreed, while 44(13.9%) were indifferent. So majority respondent does not adequate training opportunity for eligible employee in the university.

Table 15 the training give to me improved my knowledge, skills and attitude

Degree of agreement	Frequency	Percent
Strongly disagree	67	21.2
Disagree	77	24.4
Neutral	46	14.6
Agree	86	27.2
Strongly agree	40	12.3
Total	316	100

Source: Survey Data 2021

Training is given to employees with the intention of improving their skills, knowledge, and to bring attitude change and new capability. From this point of view, employee’s response is presented and discussed in the table. As shown in the table, majority of the respondents 144(45.7%) disagreed on the idea that the training given to them improved their knowledge, skills and attitude; while 126(39.5%) agreed, and the rest 46(16.6%) remain neutral. As most respondents stated, the trainings provided by the University do not adequately improve employees’ knowledge, skills, and attitude as the trainings are not designed based on need assessment. Subsequently, most of the employees indicated that there is no significant improvements in their work performance after taking trainings.

Table 16, there are clear and procedure to select employees for training opportunity

Degree of agreement	Frequency	Percent
Strongly dis agree	67	21.2
Dis agree	96	30.4
Neutral	40	12.7
Agree	76	24.1
Strongly agree	37	11.7
Total	316	100

Source: Survey Data 2021

In any training and development program before deciding to conduct training, the training need has to be identified and analyzed. Also in the meantime the selection criteria for identifying individual has to be set without any personal bias. This is important factor that influences the effectiveness of training program. As shown in the table 14, majority of the respondents 163(51.6%) disagreed with the idea that the university has a clear criteria and procedure to select employees for training opportunities, while 113(35.7%) respondents agreed with the idea and 40(12.7%) neither agreed or disagreed with the idea. This shows that Samara University doesn't have clear criteria and procedure to select employees for training opportunities.

Table 17, there is no bias or favoritism in the process of selecting employee for training opportunity

Degree of agreement	Frequency	Percent
Strongly disagree	69	23.0
Disagree	103	35.6
Neutral	48	12.6
Agree	60	18.9
Strongly agree	36	11.1
Total	316	100

Source: Survey Data 2021

In the process of selecting trainees, all the eligible employees should be given equal chance without any bias or favoritism. The following table presents employees' opinion regarding the process of selecting employee for training opportunities without any bias or favoritism. As can be seen from the above Table , 172(58.6%) of the respondents disagreed on the idea that 'there is no bias or favoritism in the process of selecting employee for training opportunities', while 96(30%) of respondents agreed and 48(12.6%) remain neutral. From this analysis results, we can conclude that in university selection of employees for training opportunities involves some bias and favoritism and there is no equal opportunities for all employees.

Table 18, training programmed are designed based on need assessments

Degree of agreement	Frequency	Percent
Strongly disagree	65	20.6
Disagree	90	28.5
Neutral	54	17.1
Strongly agree	75	23.7
Agree	32	10.1
Total	316	100

Source: Survey Data 2021

Need assessment is the first and the most crucial step in the training process by which an organization's human resource development needs are identifies and articulated. It is used as the foundation for determining instructional objectives, the selection and design of instructional programs, the implementation of the programs and the evaluation of the training provided. Needs assessment is used to identify the organization's goals land its effectiveness in reaching these goals, it uses to identify discrepancies between employees' skills and the skills required for effective job performance and also discrepancies between current skills and the skills needed to perform the job successfully in the future. The results of the study findings also show that most respondent 155(49.1 percent) did not agree expressed that training programs are not designed based on needs assessment .On the other hand of the respondent 107(33.8)agree and the reaming 54(17.1) neutral. So the results indicate training programmed are did not based on need assessments.

4.3.4 Performance Appraisal Practices

The respondent were asked to state the extent at which they agree or disagree with the statement concerning performance appraisal practice of the university. The findings were shown in the subsequent section.

Table 19, performance evaluation used by university are job related

Degree of agreement	Frequency	Percent
Strongly dis agree	54	17.1
Disagree	59	18.1.
Neutral	53	16.3
Agree	112	35.4
Strongly agree	38	12
Total	316	100

Source: Survey Data 2021

The criteria used to measure the performance of the employees should be job related and be able to measure job related behaviors instead of measuring personal traits. The opinion of employees regarding the relevance of evaluation criteria are presented as shown in Table, concerning whether performance evaluation criteria used by the university are job related or not, majority of the respondents 141(32.2%) did not agree with this idea, whereas 85(31.2 %) of respondents agreed and 44(16.3%) became neutral. The information from shows that the major problem of the instrument is that the factors that are used in the evaluation form are too general and the standards are vague. The majority to shows respondents are performance evaluation criteria the university not job related.

Table 20, the objectives of performance appraisal Samara University is clear to employee

Degree of agreement	Frequency	Percent
Strongly disagree	100	31.6
Disagree	72	22.8
Neutral	52	16.5

Agree	57	18.4
Strongly agree	35	11.1
Total	316	100

Source: Survey Data 2021

As we can see from table, it is possible to learn that 172(54.4%) of the total respondents disagreed with the statement that the objective of performance appraisal is clear, while 92 (29.5%) agreed and 52 (16.5%) of the respondents became neutral. This shows lack of clarity with performance appraisal objectives in Samara University.

Table21, performance standard are clear and realistic

Degree of agreement	Frequency	Percent
Strongly disagree	58	18.4
Disagree	66	20.9
Neutral	59	18.7
Agree	91	28.8
Strongly agree	42	13.0
Total	316	100

Source: Survey Data 2021

As we can see from the above Table ,133(41.8%) of the respondents agreed with performance standard clear and realistic and the other respond and are dis agree 124(39.3) the reaming neutral 59 (18). So the majority respondent are agree performance standard clear and realistic in the organization.

Table 22, performance appraisal is conducted fairly without any bias

Degree of agreement	Frequency	Percent
Strongly disagree	85	26.9
Disagree	85	26.9
Neutral	56	17.7
Agree	60	19.5

Strongly agree	30	9.5
Total	316	100

Source: Survey Data 2021

In the process of performance appraisal, as Armstrong (2001) notes, accuracy and fairness in measuring employee performance is very important. For a performance appraisal to be effective, the performance measurement tools should be valid, reliable, acceptable and specific. Moreover, the evaluation process must be free from any biases.

As indicated in the above table, majority of respondents 170(53.8%) disagreed with the statement that ‘performance appraisal is conducted fairly without any bias’, 90(29 %) agreed, and 56(17.9%) remain neutral. This indicates that of performance appraisal process in the university is not conducted fairly and free from biases.

Table 23, performance evaluation criteria and standard of university are established based on job description

Degree of agreement	Frequency	Percent
Strongly disagree	67	21.2
Disagree	77	24.4
Neutral	51	16.1
Agree	86	27.2
Strongly agree	35	11.1
Total	316	100

Source: Survey Data 2021

According to Armstrong (2010), the criteria for reviewing performance should be balanced between: achievements in relation to objectives; the level of knowledge and skills possessed and applied (competences or technical competencies); behavior in the job as it affects performance (competencies); the degree to which behavior upholds the core values of the organization; day-to-day effectiveness. Employee job performance criteria and standards should be established based on the job

description. Therefore, job descriptions form the broad criteria against which employee’s performance is measured. As presented in Table, 144(45.6%) of the respondents disagreed with the idea that establishment of criteria and standards of in samara university are based on job description, 121(38.3%) of the respondents agreed, and 51(15.6%) respondents neither agreed nor disagreed (neutral). As it can be infer from this, the performance evaluation criteria and standards are not established based on employees job description.

Table 24, I am allowed to see my performance results

Degree of agreement	Frequency	Percent
Strongly disagree	60	19.0
Disagree	70	22.2
Neutral	43	13.6
Agree	100	31.6
Strongly agree	43	13.6
Total	316	100

Source: Survey Data 2021

As we can see from the above Table, 143(45.2%) of the respondents agreed with the statement that ‘I am allowed to see my performance appraisal result’, about 130(41.2%) of the respondents disagreed, and 43(13.9%) remain neutral.so the majority respondent I am allowed to see my performance results.

4.3. 5 Compensations and Incentives

Compensations and incentive are measured established on intrinsic and extrinsic rewards or pay and benefits. Studies indication that compensation satisfaction/dissatisfaction plays a significant part in employee’s retention or turnover. Even if there is overall contract that compensation levels do not single handedly guarantee employee retention, it is an important primarily point in most strategies to attract & retain employee (Chew.2004)

Table 25, Rewards in our organization are strictly linked to employee performance

Degree of agreement	Frequency	Percent
Strongly dis agree	86	27.2
Disagree	80	25.3
Neutral	53	16.8
Agree	67	21.2
Strongly agree	30	9.5
Total	316	100

Source: Survey Data 2021

The respondents level of agreement for statement rewards in our organization are strictly linked to employee performance were 166(52.5%) responded did not agreed the rewards in our organization are not strictly linked to employee performance and 97(30.7%) were responded agree. 53(16.8%) of the respondent were neutral. So the majority respondent did not agree rewards are not strictly linked to employee performance in the organization.

Table 26, we are satisfied with the benefit we receive

Degree of agreement	Frequency	Percent
Strongly disagree	93	29.4
Disagree	87	27.5
Neutral	37	11.7
Agree	63	19.9
Strongly agree	36	11.4
Total	316	100

Source: Survey Data 2021

We are satisfied with the benefits we receive statement responded disagreed by 180(56.9%) and agree respondents were 99(31.6%) and the neutral respondents were 37(11.7%). When the respondents

analysis interpret, it gives a meaning of large amount of respondents disagree with the are not satisfied the benefits we receive.

Table 27 I am satisfied with current salary and other benefits earn university

Degree of agreement	Frequency	Percent
Strongly disagree	88	27.8
Disagree	88	27.8
Neutral	41	13
Agree	63	20
Strongly agree	36	11.1
Total	316	100

Source: Survey Data 2021

There were 99(31.1%) respondents who satisfied with the current salary and responded agreed, while 176(55.9%) of the respondent were unsatisfied with their current salary and replied disagree with the proposed statement. 42(13. %) were neutral. This shows that the majority respondents are not satisfied with their current salary paid by the organization.

Table 28, Rewards and incentive are fairly distributed in our organization

Degree of agreement	Frequency	Percent
Strongly disagree	77	24.4
Disagree	91	28.8
Neutral	52	16.5
Agree	66	20.9
Strongly agree	30	9.5
Total	316	100

Source: survey Data 2021

168(53.2%) of the respondents disagreed for statement “rewards and incentive are fairly distributed in our organizational and 96(30.4%) were agree with the rewards and incentive are fairly distributed in

our organization. The remaining 52(16.5%) were neutral. The result indicates that the rewards and incentive are not fairly distributed in our organization .Employees personal satisfaction level would affect the working sprit of the missives.

Table 29, the reward and compensation schemes provided by university are sufficient

Degree of agreement	Frequency	Percent
Strongly disagree	84	26.6
Disagree	88	27.8
Neutral	56	17.7
Agree	61	19.3
Strongly agree	27	8.5
Total	316	100

Source: Survey Data 2021

As can be see the table employees proved the reward system is sufficient 172 (54.4%) dis agreed and 88(27.8. %) agree. 56(15.9) were neutral rewards and compensation schemes provided by university are not sufficient This indicate the majority respondent did not agree reward and compensation schemes in the university not sufficient that the benefit package lacks fairness.

Table 30, our organization follows the policy of matching pay with performance

Degree of agreement	Frequency	Percent
Strongly disagree	86	27.2
Disagree	68	21.5
Neutral	66	20.9
Agree	72	22.8
Strongly agree	24	7.9
Total	316	100

Source: Survey Data 2021

There were 154(48.7%) respondents our organization follows the policy of matching pay with performance who responded did not agreed , while 96(30.7.%) of the respondent are agree were are not satisfied with the policy of matching pay with performance and 66(20.8%) were neutral. So the majority respondents are not satisfied with the policy of matching pay with performance

4.3.6 Employee Retention Practices

The respondents were asked to describe the extent to which they agree or disagree with the statements regarding employee retention practices of the university. The findings were presented in the following section.

Table 31, I think samara university has a good employees retention strategy

Degree of agreement	Frequency	Percent
Strongly disagree	89	28.2
Disagree	81	25.6
Neutral	47	14.9
Agree	68	21.5
Strongly agree	31	9.8
Total	316	100

Source: survey Data 2021

The majority of the respondents 170(53.9 percent) disagreed with the statement describing in the university has a good employee retention strategy whereas 96(31.3 percent) of the respondents agreed while 47(14.1) percent remain neutral. So the majority respondent are university has not good employee retention strategy.

Table 32, will most certainly look for new in the near future

Degree of agreement	Frequency	Percent
Strongly disagree	60	19.6
Disagree	75	23.7

Neutral	41	13.6
Agree	90	28.3
Strongly agree	50	15.8
Total	316	100

Source: Survey Data 2021

The majority of the respondents 149(44.1) percent agreed with the item stating about the intention of employees to certainly look for a new job in the near future whereas 117(43.3) percent) disagree the remain neutral while 34(12.6 percent).

Table 33, I don't have any intention to resign from Samara University with in a shorter time

Degree of agreement	Frequency	Percent
Strongly disagree	69	21.8
Disagree	82	25.9
Neutral	53	16.8
Agree	71	22.5
Strongly agree	41	13.9
Total	316	100

Source : Survey Data 2021

The most of the respondents 119(41.9 percent) agree on the item that an employee don't have any intention to resign from the university within a short period of time whereas 92(25.7 percent) of the respondents remain neutral while 73(32.4 percent) of respondents disagreed.

Table 34 I plan to work in Samara University as long as possible since I see a future for myself with in the samara university

Degree of agreement	Frequency	Percent
Strongly dis agree	75	23.7

Disagree	74	23.4
Neutral	45	14.2
Agree	78	24.7
Strongly agree	44	13.9
Total	316	100

Source: Survey Data 2021

The respondents were asked whether they are planning to work in the university as long as they see a promising future for themselves, as a result 131(48.5 percent) of respondents disagreed whereas 103(38.2 percent) agree remain neutral while 36(13.3 percent) .

Table 35 Do you have knowledge, skills, and experience in preparing of human resource planning

Degree of agreement	Frequency	Percent
Yes	155	49.3
No	161	50.9
Total	316	100

Source: Survey Data 2021

One of the actions of HR is to plan or forecasting the future for short period and long period. Therefore the purposes of having a HRP, either in the short run or in the long run is to have a correct estimate of the number of employees required with matching skills requirements to achieve the organization goals and objectives (Brattom and Gold2003, 2000)

The frequency analysis show the responses in the above table that is 155(49.3) employees have the knowledge, skills and practices to plan whereas 161(50.9) respondents responded that they don't have knowledge, skills and experiences to plan.

Table 36, I will remain with this organization even if I am offered a better opportunity else where

Degree of agreement	Frequency	Percent
Yes	136	43
No	178	54.7
Total	316	100

It can be assumed from the following table that the university could retain 136(43.%) of their employees. These were those who indicated that they will remain with their organization even if they are offered better opportunities elsewhere. This means that more than half 178 (54.7%) of employees will leave their organizations if offered better opportunities elsewhere.

4.4. Inferential Statistics Analysis

The primary objective of this study was to the effects of HRM practices on employee retention. The HRM practices in this research include human resource planning, recruitment and selection, reward and compensation, training and development, compensation and benefit and performance appraisal. Accordingly, inferential statistics analysis such as correlation and regression analysis had been considered and the result were interpreted in the succeeding sections.

4.4.1. Correlation analysis

A correlation coefficient sign (r) provides information about the direction of the relationship either positive or negative. Scholars recommended that the strength of the relationship is between ± 1.0 and hence, a coefficient of $+1$ shows a perfect positive relationship which implies a one variable increase may result increase in other variable by proportionate amount (Kotrliket al., 2011) .The writers further suggested that a coefficient of -1 indicates a perfect negative relationship which indicates one variable increase result in other variable decrease by a proportionate amount. A coefficient of 0 indicates no linear relationship at all and hence when one variable changes the other variable remain the same (Zikmund et al, 2009).

Table 37 Pearson correlation analysis

Correlations		Human resource planning	Recruitment and selection	Training and Development	Performance appraisal	Compensation and Reward	Employee retention
Human resource planning	Pearson Correlation	1	.584**	.497**	.574**	.442**	.517**
			.000	.000	.000	.000	.000
Recruitment and selection	Pearson Correlation	.584**	1	.580**	.635**	.573**	.583**
		.000		.000	.000	.000	.000
Training and Development	Pearson Correlation	.497**	.580**	1	.624**	.588**	.564**
		.000	.000		.000	.000	.000
Performance Appraisal	Pearson Correlation	.574**	.635**	.624**	1	.603**	.646**
		.000	.000	.000		.000	.000
Compensation and reward	Pearson Correlation	.442**	.573**	.588**	.603**	1	.580**
		.000	.000	.000	.000		.000
Employee Retention	Pearson Correlation	.517**	.583**	.564**	.646**	.580**	1
		.000	.000	.000	.000	.000	
	N	316	316	316	316	316	316

** . Correlation is significant at the 0.01 level (2-tailed). Source : Survey data 2021

The above correlation analysis table shows the relationship between the independent variables (human resource planning, recruitment and selection, compensation and reward ,development and training, and performance appraisal) and dependent variable (employee retention).Hence, Pearson’s correlation coefficient r indicated that there is significant positive correlation between human resource planning practices and employee retention ($r=0.517, p < 0.01$). The relationship between recruitment and selection practices and employee retention indicated that there is significant positive correlation between selection and recruitment practices and employee retention ($r=0.583, p < 0.01$). The relationship between training and development practices and employee retention is significant positive correlation ($r=0.564, p < 0.01$). The relationship between performance appraisal practices and employee retention is significant positive correlation ($r=0.646, p < 0.01$). The relationship between reward and compensation practices and employee retention is significant positive correlation ($r=0.580, p < 0.01$).

The above Pearson correlation analysis result shown that the independent variables: recruitment and selection ,human resource planning , compensation and reward recruitment and selection , , training and development, and performance appraisal have significant relationship with employee retention achieving positive correlation coefficient.

4.4.2. Regression Analysis

Multiple regression analysis was carried out to assess the relationship of compensation and reward compensation, development and training, human resource planning, recruitment and selection performance appraisal practices and employee retention. The multiple regression analysis results were presented using regression model summary tables, analysis of variance (ANOVA) table and beta coefficient tables as presented below.

Table 38, Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719 ^a	.517	.509	.79900

A. predictors: (Constant), reward and compensation, training and development, human resource planning, recruitment and selection, performance appraisal.

As the multiple regression model summary presented on table the R square value is 0.517(51.7 percent). This means that 51.7 percent of dependent variable (employee retention) can be described by five independent variables: human resource planning, recruitment and selection, training and development, reward and compensation and performance appraisal .The remaining 59.2 percent (100-51.7) of employee retention is explained by other potential factors not included in this research. The value of R square with adjusted value of 0.509 (50.9 percent) represent significant contribution of independent variables towards dependent variable.

Table 39 Analysis of Variance (ANOVA) Model Summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	211.893	5	42.379	66.383	.000 ^b
	Residual	197.902	310	.638		
	Total	409.795	315			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), compensation , Human resource planning, Training and Development , Recruitment and selection , Performance appraisal

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.301	.146		2.062	.040
HP	.116	.052	.116	2.237	.026
RR	.147	.058	.146	2.542	.012
TT	.123	.055	.124	2.234	.026
PP	.112	.064	.290	4.852	.000
Cc	.195	.053	.198	3.655	.000

a. Dependent Variable: Employee retention

Multiple Regression Equation

$$Y = \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + \beta X_5 + \epsilon$$

Where

Y is the dependent variable (employee retention)

α is constant

β is the regression coefficient of each independent variable that influence dependent variable

X1 –X5 are independent variables representing human resource planning, recruitment and selection, reward and compensation training and development and performance appraisal

ϵ is error term representing omitted variables

Based on the above multiple regression coefficient model, the following equation was derived

$$Y = 0.301 + 0.116 \text{ Human resource planning} + 0.147 \text{ Recruitment and selection} + 0.123 \text{ Training \& Development} + 0.195 \text{ reward and} + 0.112 \text{ Performance appraisal}$$

The first objective was sought to study connection the between human resource planning practice and employee retention. The above equation and table can be interpreted as the beta coefficient of human resource planning was 0.116. Thus, a unit increase in human resource planning would result in 11.6 percent increase in employee retention .As a outcome, there is direct relationship between human resource planning practices and employee retention in Samara University. The beta coefficient of recruitment and selection practices and employee retention was 0.147. Thus, a unit increase in development and training would result in 14.7 percent increase in employee retention. The beta coefficient of training and development practices and employee retention was 0.123. Thus, a unit increase in training and development would result in 12.3 percent increase in employee retention. Beta coefficient of performance appraisal was 0.112. Thus, a unit increase in performance appraisal would result in 11.2 percent increase in employee retention. Beta coefficient of reward and compensation was 0.195. Thus a unit increase in compensation and reward would result in 19.5 percent increase in employee retention. This table shows that the independent variable with the highest beta value is the most significant variable towards dependent variable and hence the independent variable compensation and reward has the highest positive beta value of 0.195, which means that reward and compensation followed by recruitment and selection with positive beta value of 0.147 and training and development with positive beta value of 0.123 has contributed most and strong effect on employee retention when compared to other independent variables.

CHAPTER FIVE

SUMMERY, CONCLUSION AND RECOMENDATION

In chapter four, data analysis and interpretation has been presented in professional manner. In this chapter, major findings of the study are going to be summarized and the subsequent conclusions are made. Based on the conclusion, recommendations.

5.1. Summary of the Study

The study intended to see the effect of human resource management practice on employee retention and it takes place at Samara University, in academic and administrative staff and the study was planned and distributed 333 questionnaires. There were 316 questionnaires which is returned. On the demographical part approximately closed number of female (118) and male (198) participated and the majority were under age group of 26-34 and experience of 3-4 years. Regarding Human Resource Planning the majority respondent dis agree were perceived that the organization does not have a good human resource planning practice that means our organization has not human resource strategic plan (134 or 42.2) and the statistical significance also shows there were a positive relationship with in employee retention. Since they have positive relation and the majority believes there is no good practice it affects employee retention. Training and Development Practice were also another independent variable and the majority (147 or 46.6%) were responded there were a bad training practice in the university. The relationship on statistical method was positive statistics in employee retention. Recruitment and selection were another independent variable which also the majority of the respondents perceived that there is no good recruitment and selection system one of human resource management practice with in the organization. The statistical method positive relationship in employee retention. Compensation were the fourth independent variable which also the majority of the respondents perceived that there is no good compensation system of human resource management practice. Performance Appraisal Practices also perceived by the majority of the respondents as a bad practice on the organization. The statistical method positive relationship in employee retention.

5.2. Conclusion

The study was made to ascertain the real effect of human resource practice on employee retention just in case of Samara University. To realize achieve those specific objectives were set: evaluate the connection between human resource planning and employee retention; determine the connection between training and development and employee retention; the relationship between Recruitment and selection and employee retention; examine the connection between compensation and reward and employee retention the relationship between performance appraisal and employee retention with in the university. The study sought to look at the consequence of HRM practices on retention of employees and has identified most all selected practices that significantly affect retention. The conclusions drawn from the study are discussed below. It might be concluded from the findings that, there was really very youthful staff population with average age below thirty years. Again, the workers had enviable level of education with the employee having masters. HRM practices like human resource planning. Recruitment and selection, compensation and incentives, training and development, and performance appraisal are important and indeed influence employee retention with in the university.

Human Resource Planning plays excellent role for the success of any organization by providing forecasts for human needs before hands and fill the vacant places with right number of employee with the proper right qualification. Base on the responded data we will conclude that Samara University has a bad human resource planning practice which positively affect employee retention. In Samara University we can conclude that the our organization has not strategic plan, our organization has not annual human resource plan, human resource strategic plan prepared not participation not all concerned bodes and usually we conclude that human resource planning department plays no good role within the organization . As the study reveal that recruitment and selection significantly effect on employee retention and except in two points, putting the proper person with in the right job and accuracy of person specification, the organizations invest on other parts of recruitment and selection like an orientation of newly hired employees, on designing of induction programs, on providing of description and on providing of relevant information to candidates. Training and development helps organization to enhance improve the skill and knowledge of their employee. Base on the responded data we will we can conclude that Samara University has a bad training and development practice which positively affect employee retention.

Based on the data collected from employee we will conclude that performance appraisal is not happen take place consistently throughout the organization. The measurements are not even clear and therefore the measurement process are not free from biases. Even if, all employees have employment description which stated on the paper, measurement process does not follow it. Performance measurement takes place to gauge employees and to seek out to fault not just to from make sure the organization is goes on the proper track.

Performance management practice of the university is bad consistency with in the data collected from those samples and therefore the affects the standard of the service and employee satisfaction of performance indicators. According to the data analysis, the majority were disagreed about good compensation practice have been experienced with in the university. The compensation system is not perceived fair by the bulk and also does not accepted fairness association with the organization. The benefit given to employees also are not enough and majority thinks his/her self are not satisfied with the present salary and advantage of the university. Compensation affects employee satisfaction very significantly and also affect quality service, which unsatisfied employee are often a source of much discrepancy.

5.3 Recommendation

The purpose of the study was to effects HRM practices on employee retention. As a result, the findings of the research know that human resource planning, recruitment and selection , reward and compensation, training and development, and performance appraisals are among the practices which influence employee retention in the samara university. Samara University should give correct consideration and improve human resource planning the organization. When lack of human resource is there, the problem shared by person will increase and dissatisfy employees. Even, it could be a source of grievance from customer due to waiting long time to be served. Therefore, it is recommended that a serious of consideration has to be given for human resource planning practice and modification based on the employees with in the university. Putting the right person or skill in the right palace ends in a good output of the organization (Schuster, 1986). Even though the organizations invest on recruitment and selection, still there is a gap on putting the right skill in the right place and person specification. So to report this problem it is recommended that university necessary to analysis their recruitment and selection principles and use more recruitment and selection tools. In order to retain productive employees in the university, adjustment of the present compensation and incentives system must be

taken on for the development and implementation of a competitive and fair compensation and motivation system within the university. It will also be an evidence to propose that benefits are at the top of the list of reasons in employees choose to stay within the organization and using compensation strategies this include health benefits ,retirements benefits or any other non-salary benefits with in university. Although Samara University has a training focus, the training given to employee should be presented timely which can fill the gap of skill and knowledge. Unless it is done for to improve good training and development practice in the organization. So, who facilitate trainings should take a good training need assessment where did gaps shown, how it should be fill and related to the gap trainings should be prepared. Performance Management is important for any organization to see where we were and where we are now. Samara University should follow-up the performance management process closely and avoid biases on the process. The measurement mechanisms also should be clear and unbiased. Generally the human resource practice not satisfy based on the respondent information within the university. So by using different employee retention strategy to stay employees with in the origination those strategy's recognize retention starts with recruiting , provide ongoing education and clear paths to advancement , be prepared for turnover , offer the right benefit and modification or arrangement in human resource practice with in the university.

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Appendix-I
College of Business and Economics
Department of human resource management

Dear respondent

I am a postgraduate student at Addis Ababa University College of Business and Economics Department of human resource management. Currently, I am conducting a research titled “The effects of Human Resource Management Practices on Employee Retention: A Case Study of Public Higher Education Institution (The case of Samara University). As part of the requirement for the award of the Masters of human Resource management (HRM). To facilitate the completion of this research, I humbly request your assistance to answer all questions as completely as possible to the best of your knowledge. The research is purely for academic purpose and will be treated with outmost confidentiality. Your honest and genuine response to the survey questionnaire is highly important to the quality of the research outcome. Hence, spare a few minutes from your valuable schedule and share your true feelings. Thank You!!

General Instructions

There is no need of writing your name

Please fill the answer by putting “√” mark

For questions that demands your opinion, provide your honest answers on the space provided

If you need further explanation, you can contact me through the address given below

Ayahilush Asrate.

Thank you in advance for your cooperation!!

Section I: Personal information

Please tick [√] the appropriate box for your answers.

Age

20- 25 26 to 34 35 to 44
 to 54 to 64 Above 64

Sex

Male Female

Marital status

Married Single Other

Educational Background

Certificate Diploma

First Degree Master's Degree and above Phd

Year of service at Samara University

1-2 year 3-4 years
 5 to 6 years 6-8 years above 8

Section II: Questionnaire on human resources management Practice

Please tick [√] the appropriate box for your answers and rank each statement as follows:

1 = Strongly Disagree; 2= Disagree; 3 = Neutral; 4 =Agree; 5= Strongly Agree.

No	Questions or descriptions	1	2	3	4	5
	Human resource Planning					
1.	Our organization has a Human Resource strategic plan					
2.	A Human Resource strategic plan of our university is prepared with the participation of all concerned bodies					

3	The strategic HR plan feet with the developmental plan of the University					
4	Our organization has annual HR plan					
Recruitment and Selection						
5	Our organization place the right person in the right job					
6	There is a good orientation for the newly hired employees					
7	I have given a clear job description that describes about my job					
8	The recruitment and selection process in university fair and transparent					
9	There is an accuracy of person specification in our organization					
Training and Development						
10.	The university carefully selects training methods suitable for the intended objectives					
11.	There are adequate training opportunity for eligible employee					
12.	The training give to me improved my knowledge, skills and attitude.					
13.	There are clear criteria and procedure to select employees for training opportunity					
14.	There is no bias or favoritism in the process of selecting employee for training opportunity					
15	Training programmed are designed based on needs assessments					
Performance Appraisal						
16	Performance evaluation criteria used by university are job related					
17	The objectives of performance appraisal in samara university is clear to employees					
18	Performance standard are clear and realistic					
19	Performance appraisal is conducted fairly without any bias					
20	Performance evaluation criteria and standard of university are established based on job description					
21	I am allowed to see my performance results					

Compensation and Benefit						
22	Rewards in our organization are strictly linked to employee performance					
23	We are satisfied with the benefits we receive					
24	I am satisfied with current salary and other benefits earn university.					
25	Rewards and incentive are fairly distributed in our organization					
26	The reward and compensation schemes provided by university are sufficient.					
27	Our organization follows the policy of matching pay with performance					
Employ retention						
28	I think samara university has a good employees retention strategy					
29	I will most certainly look for new job in the near future					
30	I don't have any intention to resign from samara university within a shorter time					
31	I plan to work in samara university as long as possible since I see a future for myself with in the university.					

32 Do you have knowledge , skills, and experience in preparing of human resource planning

Yes No

33 I will remain with this organization even if I am offered a better opportunity else where

Yes No

Thank you for taking your time to complete this questionnaire!! Please check to make sure that you have not skipped any question inadvertently.