

HRM practices for improving employees' retention in Health institutions, Benishangul Gumuz Regional State (BGRS), Ethiopia

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ABSTRACT

The purpose of this study was to investigate how HRM practices improve retention of employees in the perspective of investment in public health organizations in Benishangul Gumuz Regional State, Ethiopia. Literature showed that organizations under study were suffering from weak practices of human resources, consideration of employees as physical assets, lack of human resource professionals at necessary position and weak retention strategies. The study adopted a mixed method of research design and targeted 1514 health professionals from 35 public health facilities. Respondents from health centers and hospitals were selected using multistage sampling and as a result 317 respondents were randomly selected from 17 health organizations. Semi structured interview was administered to 8 Human resource administrators and heads of Bureau, zone offices and hospital. Questionnaire was checked validity and reliability of Cronbach's alpha .979 which was consistent with the final instrument alpha value of .969. The response rate was found to be (93.7%). Qualitative data from interview were analyzed by using narrative method. The finding showed that the HRM practices were found to be weak and employees are most likely intended to find new jobs. Organizations were recommended to give attention to the people working in HR department; health organizations should be free of politics and political parties and there should be continuous monitoring and follow up of HRM practices at each public health institution in order to track problems at their infant level and take remedial actions.

1. Introduction

Well designed and implemented human resource policies and practices make employees to stay long in their organization. The failure to invest on employees and inappropriate HRM practices can lead to inefficiency and weakening of the organizational performance. Retention of employees can be regarded as treating employees strategically through well designed human resource policies and practices along with careful implementation in order to ensure the long term stay of talent employees in the organization. When employees are viewed as variable costs, it is less likely that firm's contribute to the investment of employees in human resource practice (Geer, 2001). Employees should be motivated through the alignment of their personal factors to the human resource department practices, where the department in turn should be linked with organizational mission and goals for successful accomplishment (Mayhew, 2017). There are different factors that determine the decision of employees stay or leave their organization. Variables such as training/coaching, development/growth, reward, recognition, competitive salary package, and their job security are very important in making employees to decide to either leave or stay in an organization (Samuel & Chipunza, 2009). There are no ways that simply specific HRM practices can affect any organization. The kind and number of HRM practices affecting employees' behavior to leave or to stay is determined by the type of the product or service that organization gives and the context in which it is performing. Accordingly, the importance of other variables

should not be forgotten in designing employees' retention policy. In order to estimate employees' retention, first it is better to estimate the Employees' intention to leave or stay aspect. Employees' intention to leave or stay is the employees' perception due to the organizational HRM practices and different researches show that it is the most reliable method of predicting actual retention.

2. Literature review

Regardless of their type and nature, organizations invest in their workforces in any HR related practices and develop programs that increase retention. Failing to make such investments, they are highly likely to incur the high costs of turnover. The determinants of turnover are reasonably well understood as there has been a great deal of research on the topic and hence, there are reasonable practices that employers can follow in order to retain their employees (Hasen & Fay, 1997).

Selecting and placing competent employee is not an easy task process, therefore, it is important for an organization to be sure that a newly joining employee is interested in the offered position and has the required competency (Rao & Subba, 2009; Sarma, 2008). For retention to be enhanced, selection practice should be based on the realistic job approach, which is said to be a "realistic job preview" where the selection process should incorporate the actual job that the candidate is going to do when he/she gets the chance to be selected Raub and Streit (2006).

It is the responsibility of employees to contribute while employers should encourage and empower them to secure the value of their skills, competencies and abilities (Wetland, 2003). According to Brown and Heywood (2005), performance appraisal is a management tool used to improve the performance of employees, employee commitment and their intention to stay. They also contend that the possibility of performance appraisal to influence employees' intention to stay is enhanced by the complement of training and incentive pay.

Career development involves planned effort to achieve a reasonable balance between an individual's career goals and the organization's objective as the same time and it provides a future orientation to human resource development and helps to avoid a risk of skill obsolescent (Zheng and Kleiner, 2001).

As Philips & Fox (2003), compensation is critical in attracting, motivating and retaining employees to continue contributing to the organization's objectives. It is a system that helps to reward, recognize employees' efforts and contributions and used as a motivation tool (Chiu, Luk & Tang, 2002).

Organizations those provide balanced work and family life can be perceived as concerned employers and influence employees to have positive attitude towards the organization places (Döckel, 2003; Pasewark and Viator, 2006). Work-life balance has significantly improved employee morale, reduce absenteeism and retain talent employees, especially during difficult economic times (Lockwood & Ansari, 2011).

Valuing employees not only increase productivity but also enhancing customer satisfaction, employees' retention or profitability (Cook, 2008). So, unsupportive or inconvenient work environment and poor leadership quality can likely lead to poor employee and employer relationship (Beatrice, 2009).

Research shows the cost of turnover was the largest part of overall cost of sexual harassment in the US (Faley, Knapp, Kustis, & DuBois, 1994). For example Equal Rights (2000) advocate "sexual harassment costs a typical Fortune 500 company \$6.7 million per year in absenteeism, low productivity and employee turnover". Ethiopian civil service proclamation No. 1064, article 48 states that affirmative action enables females, disabilities and minorities who have lesser representation in government institutions to improve their competency and to assume positions and make decisions.

3. Objective of the Study

The main objective of the study is to describe the existing human resource management practices of the health organizations in Ethiopia, Benishangul gumuz regional state and specific objectives are as follows to:

- Determine the perception of employees towards the HRM practices.
- Examine the likely hood of employees intention to quit
- Describe the practice of retention strategies.

4. Methodology

Here, the researcher targeted 33 public health centre institutions and two senior hospitals in the three zones of the

state. Accordingly, there are 33 public health centre organizations found in 21 districts of the three zones of the region and two former and senior hospitals. Even though the HR practices affect the life of all employees in the organization, its effect on professional personnel is very much significant and even from experience the professional turnover is high and also costly to replace. Based on this understanding, the human resource managers at bureau level, zonal level and two hospitals were participants of the interview in order to triangulate the perception of service takers and providers.

All professionals (Specialists, physicians, Psychiatrists, Biomedical, Dentists, Radiologists, Anaesthesia workers, Health officers, Nurses, Midwifery, laboratory technicians and pharmacists) were the target population of the study. The respondents were also purposely made to be employees with at least diploma holders. Out of 1,514 target population, 317 was sampled using two stage sampling method. In the first stage, 17 out of 35 facilities were randomly selected and secondly 317 individual respondents were also randomly proportionally selected.

In this study, the researcher used structured questionnaire which was validated through first designed in English language and translated in to local language by translator and further reviewed by language experts for final distribution. The five point likert scale (strongly disagree – strongly agree) was employed. Reliability was checked by Cronbach's alpha of 0.979 using SPSS version 20. Interview also administered to 8 organizational and HR heads and analysed narratively. Frequency tables, bar graphs and pie charts were used to present data.

5. Results and Discussion

5.1 Demographics

The majority of respondents were from Assosa hospital 73 (24%) and Homosha health center 35 (12%) respectively. The least number registered of respondents is Agalometi HC with 5 (2%) respondents. This is likely because of the movement of employees from the peripheral to the center. Across the three zones and one hospital (Assosa zone, Metekel zone, kamashi zone and Assosa hospital), the majority of respondents were from Assosa zone 117 (39%) while the least 24 (8%) were from Kamashi zone. The information found relating to gender, male respondents were 168 (57%) and the female respondents were 129 (43%). The majority of the respondents 195 (66%) were married and this has an impact on the stability of employees compared to the unmarried employees 102 (34%). Employees whose age between 25 and 35 years accounted the major parts of the respondents 182 (61.3%) and the second majority of the respondent 88 (29.6%) were those whose ages under 25 years. Employees' age above 35 years were accounted very minimum proportion 27 (9%).

The majority of the respondents were diploma holding 178 (60%) and 101 (34%) of them were bachelors while very few 18 (6.1%) were masters holders and above. the majority 173 (58%) of employees are found in their entry level and respondents with 3-5 years experience account 94 (31.6%), while above 5 years experience are only 30 (4.4%) of the respondents. more than half 162 (54.5%) of the respondents

were nurse professionals while technicians cover the second, larger percentage 59 (20%) and medical doctors and health officers were proportionally low in number 43 (14.5%).

Professionals other than those specified cover 33 (11.1%) of the respondents.

5.2. Descriptive Analysis

5.2.1. Recruitment and selection practices

Table 1: Responses of recruitment and Selection

Items	Responses					M	Sd
	SD	D	U	A	SA		
Vacancies are posted on public boards or public medias	17.8	16.8	16.5	30.3	18.5	3.15	1.4
Vacancies are being on air as per the civil service regulation	17.5	20.2	18.5	28.3	15.5	3.04	1.3
Mostly a pool of candidates appear for exam	17.5	15.5	21.5	31.0	14.5	3.09	1.3
Selection of a candidate is strictly based on his/her merit/qualification.	33.0	18.5	23.6	16.2	8.8	2.49	1.3
Selection tests are relevant and similar for similar positions	32.0	24.2	21.5	16.8	5.4	2.39	1.2
There is no impartiality in recruitment and selection process	41.8	25.9	17.8	9.4	5.1	2.10	1.2
Screened employees are those who best match to the requirement	32.0	28.6	17.2	14.5	7.7	2.37	1.3
Candidates interviewed what the actual job is going to be	26.6	23.2	21.5	19.5	9.1	2.61	1.3
No evidences of favouritism in selection process	43.1	28.3	15.2	8.8	4.7	2.04	1.2
Interviews are based on the realistic job previews	23.9	20.2	26.9	22.6	6.4	2.67	1.2
Cumulative Average	28.5	22.2	20.0	19.7	9.6	2.6	1.3

Key: Strongly disagree (SD), Disagree (D), undecided (U), Agree (A) strongly agree (SA), mean (M) & standard deviation (Sd)

From the table above, the majority of the respondents (50.7%) were showing disagreement and very few (29.3%) showed their agreement about the recruitment and selection

practices in improving employees' retention. The mean value (2.6) also shows that the recruitment and selection practices are weak and not effective.

5.2.2. L Training and development practices

Table 2: Responses of training and Development practices

Items	Responses					M	Sd
	SD	D	UD	A	SA		
Newly hired employees are oriented about the work and the working environment before starting regular work	27.6	17.5	20.9	22.6	11.4	2.73	1.4
Job specific trainings are mostly provided	17.5	18.9	18.9	32.3	12.5	3.03	1.3
Allocates adequate time and cost for training	32.0	22.2	24.6	16.5	4.7	2.40	1.2
The training has effective change in my work	14.5	15.2	14.1	33.0	23.2	3.35	1.4
Promotion is provided after long term training /education	21.5	19.2	18.9	24.6	15.8	2.94	1.4
Trained employees demand higher responsibilities	28.6	20.9	23.2	18.9	8.4	2.58	1.3
Employees are given the opportunity to discuss about their T&D	31.6	23.9	22.9	14.1	7.4	2.42	1.3
The organization is committed to employees training and development	38.7	21.9	17.5	15.8	6.1	2.29	1.3
Cumulative Average	26.5	19.9	20.1	22.2	11.2	2.7	1.3

Key: Strongly disagree (SD), Disagree (D), undecided (U), Agree (A) strongly agree (SA), mean (M) & standard deviation (Sd)

The frequency table shows the majority of the respondents (46.4%) were disagreed about the appropriate practices of training and development in the organization. Whereas 33.4%

of the respondents were showing their agreement, 20.1% of respondents were inbetween to claim agree or disagree. The mean value 2.7 is weak and indicates poor practice.

5.2.3 Performance appraisal practice

Table 3: Responses of Performance appraisal items

Items	Responses					M	Sd
	SD	D	U	A	SA		
I believe that the quality of review system used to measure performance is well structured	22.9	20.5	27.6	21.5	7.4	2.70	1.2

Appraisers use valid criteria/instrument and have good understanding of PA	21.5	20.9	27.9	21.9	7.7	2.73	1.2
Performance appraisal is purely resulted in either promotion or training	30.3	25.3	22.6	17.2	4.7	2.41	1.2
There is no intentional bias in performance appraisal practice	31	29.6	19.2	14.8	5.4	2.34	1.2
Performance appraisal result is clearly communicated to employees	31.6	29.6	19.9	15.2	3.7	2.30	1.2
I feel the performance appraisal has been fair and objective.	27.9	25.6	20.5	20.5	5.4	2.50	1.2
The performance goals are set at realistic levels.	19.9	27.3	26.3	19.9	6.7	2.66	1.2
In my organization good performers get promoted first	28.3	25.9	19.9	18.2	7.7	2.51	1.3
Cumulative Average	26.7	25.6	23.0	18.6	6.1	2.5	1.2

Key: Strongly disagree (SD), Disagree (D), undecided (U), Agree (A) strongly agree (SA), mean (M) & standard deviation (Sd)

When the performance appraisal practices of the organization under study are recognized, the majority of respondents (52.3%) were disagreed while 24, 71% of them were indicating their agreement towards the fair, objective, systematic and appropriate utilization of performance appraisal system. 23% of the respondents did not have adequate

information about the practice of performance appraisal may be because of short exposure or lack of access to know. The mean value of the performance appraisal system in the organization according to the perception of respondents were very low (2.5) indicating that it is poor and needs to be improved.

5.2.4. Career development practice

Table 4: Responses of career development items

Items	Responses					M	Sd
	SD	D	U	A	SA		
There are reasonable opportunities for my career progression	36.7	23.9	15.8	17.8	5.7	2.32	1.3
I have an opportunity to participate in cross-departmental work	21.2	21.5	17.2	32.3	7.7	2.84	1.3
My supervisor gives me more responsibilities	33.3	18.5	23.6	19.2	5.4	2.45	1.3
Opportunities for career progression are critical for me to stay for a longer	26.9	22.2	19.5	18.9	12.1	2.7	1.5
I believe I can be provided the dominant means for achieving my goals in life	38.4	22.6	20.9	14.1	4.0	2.23	1.2
I can achieve my personal goals while working in this organization	32.7	18.9	23.6	17.5	7.4	2.48	1.3
I can achieve my career goals while working in this organization	31.3	19.9	19.9	22.2	6.7	2.53	1.3
I have strong relationships with colleagues in the office	9.1	10.8	15.2	37.0	27.9	3.64	1.2
There is a well identified career path	29.0	25.3	23.6	18.5	3.7	2.43	1.2
Cumulative Average	28.7	20.4	19.9	22.0	9.0	2.4	1.3

Key: Strongly disagree (SD), Disagree (D), undecided (U), Agree (A) strongly agree (SA), mean (M) & standard deviation (Sd)

From the above items describing career development, almost the majority (49.1%) of the respondents were showing disagreement (either strongly disagreed or disagreed) while 31% were agreed. 19.9% of them were in between to express the practice as agreed or disagreed may be because of lack of adequate information in this regard. The mean value of the

variable 'career development' 2.4 was very low and can be understood as there is poor practices of career development in line with creating reasonable career opportunities, provision of high responsibilities, attaching personal goals to career development and having clear and defined career path.

5.2.5. Compensation and benefit practices

Table 5: Responses of compensation and benefit

Items	Scale					M	Sd
	SD	D	U	A	SA		
There is equity and fair pay in the organization compared to others	29.60	25.9	16.2	21	7.1	2.50	1.3
Performance appraisal leads to fair pay	35.0	20.5	20.2	17.8	6.4	2.40	1.3
The payment is adequate compared to my contribution	39.4	23	17.2	15	5.4	2.24	1.3
No political intervention in employees payment	31.0	17.2	18.5	23.9	9.4	2.64	1.4

Compensation structure is fair in the hierarchy	25.6	21.9	24.6	20.9	7.1	2.62	1.3
I, personally well communicated about compensation structure	22.6	19	30.6	22	5.4	2.69	1.2
Any payment is purely based on individuals performance	35.4	26.9	17.8	14.1	5.7	2.28	1.2
Fair and meaningful benefits are paid	36.7	22.9	15.5	19.2	5.7	2.34	1.3
Cumulative Average	31.9	22.18	20.08	19.32	6.53	2.46	1.3

Key: Strongly disagree (SD), Disagree (D), undecided (U), Agree (A) strongly agree (SA), mean (M) & standard deviation (Sd)

In summary of the items of compensation and benefit practices above, the majority of the respondents (54.08%) were either strongly disagreed or disagreed while 25.85% were either agreed or strongly agreed towards the fair, equity and performance based compensation practices in the organization. 20.08% of the respondents also undecided to agree or disagree about the practices of compensation and

benefit in the organization may be due to lack of adequate information in this regard. The mean value of the variable is found to be 2.46 and can be considered as very low which may indicate the absence of fair, equity (internal and external equities), performance based pay structure and well communication about the pay structure of the organization.

5.2.6. Work life balance practices

Table 6: Responses of work life balance

Items	Scale					M	Sd
	SD	D	U	A	SA		
Working place facilities are adequate and properly designed	23.2	24.6	21.9	24.9	5.4	2.65	1.2
The working condition is conducive to utilize abilities and get satisfaction	26.3	28.3	19.2	20.9	5.4	2.51	1.2
The organization considers personal life issues of employees	31.6	21.9	21.5	20.9	4	2.44	1.2
The organization adjusts working time for childcare assistance	33.7	18.2	16.8	22.6	8.8	2.55	1.4
Flexible work time schedule is common as per employees personal cases	39.1	22.6	15.8	18.9	3.7	2.26	1.2
The organization flexibly adjusts parental /maternal leave.	11.4	7.1	15.2	40.4	25.9	3.62	1.3
Cumulative Average	27.54	20.43	18.40	24.75	8.86	2.67	1.2

Key: Strongly disagree (SD), Disagree (D), undecided (U), Agree (A) strongly agree (SA), mean (M) & standard deviation (Sd)

In summarizing the table of work life balance practice above, the major parts of the respondents (47.97%) were showed their disagreement while 33.61 % of them were agreed towards the adequate facilities and their proper design; the permissible working condition; the concern for personal issues; childcare assistance and flexible work time schedule respectively. 18.4% of the respondents were not in a position to say agree or disagree to the issues raised under work life balance practices may be because of lack of enough information or having no concern specific to this issues. The mean value 2.26 in general is considered to be low and can be understood as the organization has poor or none practices of flexible work life balance of individuals.

5.2.7. Employee relation practices

Table 7: Responses of employee relation

Items	Responses					M	Sd
	SD	D	U	A	SA		
Management and employees trust one another	19.9	18.5	24.2	29.3	8.1	2.87	1.3
Management treats employees fairly and with consideration	23.2	23.6	26.9	23.2	3.0	2.59	1.2
Management is open about its actions and intentions	24.9	29.0	23.9	18.9	3.4	2.47	1.2
Harmonious relationships are generally maintained on a day-to-day basis	19.2	27.3	19.5	26.6	7.4	2.76	1.2
Conflict resolution is achieved by integrative processes	22.2	20.2	19.9	28.3	9.4	2.82	1.3

Employees are generally committed to the interests of the organization and, equally, management treats employees in the same	24.6	20.5	22.9	25.9	6.1	2.68	1.3
Employees are working to the best interest of the organization	15.2	13.5	16.5	37.7	17.2	3.28	1.3
Discipline committees are fairly organized.	23.9	23.2	24.9	16.8	11.1	2.68	1.3
Cumulative Average	21.6	22.0	22.3	25.8	8.2	2.8	1.3

Key: Strongly disagree (SD), Disagree (D), undecided (U), Agree (A) strongly agree (SA), mean (M) & standard deviation (Sd)

When the whole items under employees' relation practices are considered, 43.6% of the respondents were argued disagreement whereas 34% of them were agreed to the harmonious, trust and common purpose relationship practices between management and employees. 22.3% of the sampled

employees were not able to get either agreed or disagreed may be due to lack of adequate information. The mean value of 2.8 is unsatisfactory and shows the management employee relationship is not adequate enough and needs further improvement.

5.2.8. HR legal practices

Table 8: Responses of HR legal issues

Items	Responses					M	Sd
	SD	D	U	A	SA		
There is a chance of equal employment opportunity for all eligible candidates	46.1	22.9	18.2	9.8	3.0	2.01	1.1
Affirmative action is implemented as per civil service regulation	17.8	13.8	21.5	22.9	23.9	3.21	1.4
Internal promotion is given priority to outside candidates to fill vacancies	19.9	17.5	26.6	24.6	11.4	2.90	1.3
Employees transfer practices are clear and liberal	39.4	19.5	22.9	10.8	7.4	2.27	1.3
The organization hires employees different in culture, language, gender, ethnicity and disability	22.2	20.2	19.9	21.2	16.5	2.90	1.4
There is no sexual relationship based on work place interest	13.1	13.1	14.8	32.7	26.3	3.46	1.4
There is a clear policy of sexual harassment communicated to employees	23.6	19.2	33.3	16.8	7.1	2.65	1.2
Cumulative Average	26.0	18.0	22.5	19.8	13.7	2.8	1.3

Key: Strongly disagree (SD), Disagree (D), undecided (U), Agree (A) strongly agree (SA), mean (M) & standard deviation (Sd)

In the application of civil service law, 34% of the respondents were disagreed while 18.2% of them showed their agreement to the practice of legal requirements like, EEO, affirmative action, diversity management and sexual harassment. 22.5 % of the respondents were not in a position

to decide either agree or disagree may be because of the secrecy of the practices by the authorized people. The mean value is 2.8 and indicates the poor compliance of the legal aspects of human resource management to the civil service law.

5.2.9. Employee retention.

Table 9: Responses of employees retention

Items	Responses in percentage					M	Sd
	SD	D	U	A	SA		
I am working here because I have no choice	23.6	17.8	15.2	20.5	22.9	3.01	1.5
I am searching for better job	18.2	13.1	18.2	26.6	23.9	3.25	1.4
I intend to stay till I can get better alternative	46.8	18.5	19.5	7.4	7.7	2.11	1.3
I am ready to leave even for the same job	15.2	17.5	24.2	15.8	27.3	3.23	1.4
I am only working here for experience	22.2	21.2	21.5	16.8	18.2	2.88	1.4
Generally, I am not happy with my current job	15.2	19.5	23.2	15.5	26.6	3.19	1.4
I will change my organization as soon as I can get chance	13.1	14.5	20.9	21.9	29.6	3.40	1.4
Cumulative Average	22.0	17.5	20.4	17.8	22.3	3.0	1.4

Key: Strongly disagree (SD), Disagree (D), undecided (U), Agree (A) strongly agree (SA), mean (M) & standard deviation (Sd)

With the items under the employees' intention to quit, about 39.5% of the respondents showed their disagreement while 40.1% of them were agreed towards the feeling of quitting the current organization based up on the availability of the alternative jobs and their extent of employability. 20.4% of respondents were not able to decide on their feeling of quitting may be because of lack of either alternatives or employability. The mean value of 3 is considered as indifferent and suggests that some employees are ready to leave and some are still not decided and still some preferred to remain in the organization.

6. Interview results and discussion

For the sake of keeping anonymity principle, the 8 interviewees were represented by interviewee 1 to interviewee 8 with the only knowledge of the researcher.

In line with the HR practices of the organizations, the majority of the participants highlight that even though some trials are there to comply with the civil service regulations, because of personal interests, employee supervisor relationships, political interventions, lack of human resource knowledge and lack of commitment in supervisors side, HR practices are not satisfactory. These are the causes of employees to search new jobs and becoming unstable according to the majority of the participants.

According to the majority of the interviewees, all most all of the employees are ready to leave their present organizations to neighbouring regions and NGOs if they get the chance. Specially, those employees holding degree and above are less likely to work more than two years in the same organization and many of the health facilities are going to be a training area where employees can get experiences to compete in other organizations.

At regional bureau and zonal office level, organizations are trying to study the causes and effects of employees' turnover on organizational objectives especially in meeting the 2nd growth and transformation plan. Accordingly, organizations

are starting to design strategies and mechanisms by which they can stabilize professional employees for example by creating sound hardship allowances, establishing income generating projects, fulfilling facilities and provision of capacity building (**interviewee 1, 2, 5, 6**).

7. Conclusion

It has been confirmed from the interview and survey, HR practices: recruitment and selection, training and development, performance appraisal, career development, compensation and benefit, work life balance, employee relations and HR legal practice were ineffectively and poorly practiced and hence, organizations should better design and implement all the practices where necessary to stabilize their employees.

Effective and appropriate HRM practices are strategies for employee retention which help organizations to shape their HRM policies and programs. Therefore, organizations should take into consideration that whatever effort, time and other important things they tried to inculcate into HRM practices are found to be investments in employees. The more the organization invests on employees, the more they feel they are considered from the organization and get valued. The moment employees feel valued and considered in the organization, they start to think about futurity of the organization. The future organizational objective is obviously achieved by strategic planning and employees' commitment to accomplish when core employees get stabilized.

Now it is a time to shift from a focus of solely investing on physical resources to investing on human resource. Materials are under the control of organizations while people are not. We can only make use of employees contribution when we win their willingness to contribute, because everything organizations need from their employees are in the minds of them. Thus, organizations with better investment on HRM practices can obviously more utilize their employees than those who do not.

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