

# Impact of Human Resource Management Practices on the Job Satisfaction of Employees in the Textile Industry

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## ABSTRACT

The significant role of human resources creates a necessity for organizations to formulate and develop the human resource management practices in the best interest of the employees. It is observed that human resource management practices pose significant impact on the job satisfaction and retention of talented employees in the industry. HRM practices proclaimed as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization. The present paper is undertaken to study the perception of employees in the selected textile units of Punjab. The paper is an attempt to document the impact of different human resource management practices on the job satisfaction of employees in the textile industry and to find influential HRM practices as per the perception of the employees. It further examines the influence of human resource practices on the job satisfaction of employees. The results showed that Compensation and Promotion, Organizational Culture, Selection and Training, Performance Appraisal, Grievance redressal and Support and Development are the major HRM practices that leads to job satisfaction in textile industry.

**Keywords:** Human resource management , Job satisfaction, HRM practices, Organisational culture, Textile sector

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## 1. INTRODUCTION

The human resource assumes greater significance among all the given factors and is the life blood of any industry. Industrial organizations are made up of humans and function through humans. Therefore, it becomes utmost important for every industry to prioritize its human resources whose efforts will lead to achieve the organizational objectives. The significant role of human resources creates a necessity for organizations to formulate and develop the human resource management practices in the best interest of the employees. It is observed that human resource management practices pose significant impact on the job satisfaction and retention of talented employees in the industry. Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. HRM Practices deals with enhancing competencies, commitment and culture building. In order to attain a competitive advantage, organizations should be proactive for introducing innovative human resource practices since employees perceive that innovative HR practices are important for achieving goals. Specific policies and practices include offering a great work environment, competitive compensation and benefit packages, rewards and recognition, job autonomy, training opportunities, career development, trust and fairness, performance appraisals, potential development, succession planning, welfare activities, grievance redressal, suggestion schemes, organisational culture, etc. Although previous studies have provided enough empirical evidence on the measurement of these practices and their impact on important organizational desired outcomes (Agarwala, 2014; Batt & Valcour, 2003; Guchait & Cho, 2010; Khatri, Fern & Budhwar, 2001), yet there is a need for a comprehensive model that inculcates the most important policies and practices that augment employee management and their job satisfaction in the working organisation. The present study is undertaken to study the perception of employees in the selected textile units. The textile and apparel industry in India is one of the largest sources of employment generation in the country after agriculture. It is labour intensive and employs 45 million people directly and 60 million people indirectly in allied sectors covering a large number of rural population and women. (Source: Ministry of Textiles, Government of India, Annual Report 2016-17). The study is an attempt to document the impact of different human resource management practices on the job satisfaction of employees in the textile industry. Several researchers (Bhatnagar & Sharma, 2005; Budhwar, 2000; Budhwar & Boyne, 2004) in the field of human resource management concluded that the Indian economy started focusing on strategic HRM practices post-liberalization since organizations are contending with growth in the global era and tough competition worldwide.

## 2. LITRATURE REVIEW

Human resources are as the most significant resource to achieve the organizational objectives in an organization. The review acknowledges the investment in employees as a means for achieving competitive advantage for the success of an organization. Human Resource

Practices namely job analysis, recruitment & selection, adequate training, adequacy of information, performance appraisal, career development opportunities, compensation and benefit, and employee participation in decision making are important practices for employee retention (Hosain, 2016). As employee turnover is indicated as a critical issue that impact on the productivity and service quality of an organization which can be reduced with organizational strategies, culture and career development of employees (Ahmad, 2015). HRM practices such as remuneration, training and development, career development and work life balance are effective tools to retain employees and enhance their job satisfaction (Agyeman and Ponniah 2014; Presbitero et al, 2015). Kaur (2014) emphasized on the positive impact of HR practices on job satisfaction level and organizational commitment of employees. Further, Organizational commitment could be enhanced by recognizing the good work and efforts of employees through appropriate monetary or non-monetary rewards. Luna -Arocas (2008) also intended to clarify the relationship between HRM practices and employee retention in high performance work practices and proved the reverse effect of turnover intentions on job satisfaction. Chew and Chan (2008) also showed the positive effect of remuneration, recognition, training and career development on employee's retention and job satisfaction.

HR studies indicated that there are multiple ways to measure HRPs but there is no widely accepted definition to theoretically and empirically select the most important ones. HR managers needed to diagnose, prescribe, implement, and evaluate competencies in employees to achieve the optimum productivity level. The study suggested the managers to formulate proper strategies to attract and hire the best performers, to motivate the employees through proper training and development and competitive compensation package for enhanced performance. It could upgrade the competencies and rectify the deficiencies in skills for better job performance and retention of employees.

As the study of human resource management is the basic objective of any organization, therefore studying the perception of human resources helps the managers to know about the barriers that stop an employee to perform his duties properly and also the factors which motivate the employees. It is a common belief that the employee will give out his best if the employer provides his employee the peaceful work, reasonable compensation, conducive environment, and career progression. A successful organization always tries to find those factors which make the employees feel satisfied. The aim of the present study is to find influential HRM practices as per the perception of the employees in selected textile units of Punjab. The study further examines the influence of human resource practices on the job satisfaction of employees.

### 3. METHODOLOGY

The sample in the study consists of employees from various levels of different departments working in textile units. The sample comprises of 53 employees from various textile units of Punjab. A self-administered questionnaire has been developed to access various HRM

Practices and Job Satisfaction level of employees. Before finalizing the questionnaire, views of various employees have been taken into consideration through observation and interview methods. Purposive sampling technique has been used for data collection in order to include the respondents from various departments with different demographic profiles.

The questionnaire comprises of three sections. The first section is related to the information regarding the department of the respondent and their reasons of joining the organisation as per the priority. The second section comprises of the information related to the level of agreement/ disagreement with respect to various statements of HRM practices and job satisfaction. The last part of the questionnaire comprised of questions to collect the demographic information of the employee related to his gender, marital status, age, income level, designation, qualification and work experience of the employees. These variables are selected in order to know the impact of demographic variables on the job satisfaction level of employees.

Various statistical tools have been applied on the data collected to derive meaningful results. Factor analysis has been applied to derive important HRM practices as per the preference of the employees in both the organisations. ANOVA has been applied to see which demographic variables significantly impact on job satisfaction. Regression analysis has been applied to see which HRM practices positively impact the job satisfaction.

### 3.1 Descriptive Analysis

Descriptive analysis is done to present the demographic information of the respondents. It includes computation of frequencies, percentage, weighted average score etc. Respondents form an important component of the primary data survey. So it is very essential that the personal profile of the respondents be analyzed. It is important to analyze the demographic profile to have an effective understanding of the perception of employees of the Human resource practices, as the employees are the life blood of every organization. The basic attributes of the respondents are gender, marital status, age, income, educational qualification, designation, duration in the current organization, work experience and frequency of job change. Table no.1 includes the comprehensive profile of the respondents in the study. The demographic profile of the employees including the department in which they are designated is as follows:

**Table 1**

*Demographic Profile*

		Valid		
		Frequency	Percent	Cumulative Percent
Department	Production	6	11.3	11.3
	Finance	10	18.9	30.2
	Human resource	17	32.1	62.3
	Marketing	13	24.5	86.8
	Any other	7	13.2	100.0
Gender	Male	40	75.5	75.5
	Female	13	24.5	100.0

Marital Status	Single	30	56.6	56.6
	Married	23	43.4	100.0
Age	Below 30	31	58.5	58.5
	30-40	15	28.3	86.8
	40-50	7	13.2	100.0
Income Groups	Below 10000	4	7.5	7.5
	10000-20000	6	11.3	18.9
	20000-30000	24	45.3	64.2
	More than 30000	19	35.8	100.0
Qualification	Graduate	19	35.8	35.8
	Postgraduate	20	37.7	73.6
	Professional	14	26.4	100.0
Designation	Junior	31	58.5	58.5
	Senior	22	41.5	100.0
Job Duration	Below 4 years	30	56.6	56.6
	4-8 years	14	26.4	83.0
	Above 8 years	9	17.0	100.0
Work Experience	Below 4 years	13	24.5	24.5
	4-8 years	25	47.2	71.7
	Above 8 years	15	28.3	100.0
Job Change	First job	21	39.6	39.6
	Second job	16	30.2	69.8
	Third job	8	15.1	84.9
	More than three	8	15.1	100.0
TOTAL		53	100	

The above table indicates the department of designation of various employees in the study. The table shows the employees in the sample belong to various departments namely, Production, Finance, Human Resources, Marketing and other departments including the taxation and audit departments. It shows the sample to be representative of all the departments in the organisation. In the sample of 53 respondents, 75.5% (N=40) of the respondents are male and only 24.5% (N=13) are females. This shows that corporate jobs are less preferred by females may be due to the long working hours. 56.6% (N=30) of employees are single and 43.4% (N=23) are married. It indicates that majority of the respondents under-study are single and do not have much of family responsibilities. Out of the total sample, 58.5% (N=31) of employees are below 30 years of age, 28.3% belongs to the age group of 30-40 years, 13.2% belong to the age group of 40-50 years and none of the respondents are above 50 years of age. The results indicate that majority of the respondents are youngsters and are below 30 years of age. The highest frequency of employees i.e. n=20

which is equal to 37.7% of sample in the study, are post graduates. 35.8% of the respondents (N=19) are graduates while 26.4% of the respondents have attained professional education. The highest frequency of people i.e. n=24 which is equal to 45.3% of sample in the study, draws a monthly income between 20,000- 30,000. 35.8% of the respondents (N=19) have a monthly salary above Rs. 30,000 in the designations understudy. It has also been observed that in case of monthly income there has been a difference in the perception of the sample studied about Salary received in hand and gross salary received (including all deductions i.e. CTC).

The table given below shows various reasons for joining the organization by the respondents. The people in the organization have different priorities and reasons for joining a particular organization. The ranking of various reasons as per the priorities of the respondents is indicated as under:

**Table 2**

*Reasons for Joining*

Reasons for Joining	1	2	3	4	5	6	7	8	9	10	WAS	Ranks
<b>Reputation Of Organization</b>	35	8	0	1	3	1	2	2	0	1	8.67	1
<b>Financial Incentives</b>	0	12	16	6	0	4	4	7	2	2	6.43	2
<b>Management</b>	1	6	14	8	6	7	3	1	3	4	6.18	4
<b>Working Conditions</b>	0	11	5	12	5	5	7	2	4	2	6.02	5
<b>Job Security</b>	2	2	5	11	13	6	5	3	3	2	5.66	6
<b>Networking</b>	0	0	1	3	7	7	7	8	7	13	3.49	9
<b>Working Hours</b>	1	1	1	6	5	6	14	7	10	2	4.30	7
<b>Leave Policy</b>	0	2	2	2	6	3	5	12	9	12	3.49	9
<b>Work Life Balance</b>	2	2	2	3	5	10	3	8	12	6	4.16	8
<b>Professional Growth</b>	12	9	7	1	3	4	3	3	3	8	6.35	3

**Table 2** shows the ten reasons for joining the organisation. To calculate the preferences of the respondent's choice, weighted average score has been computed and ranks has been assigned. The data analysed indicates that the majority of the respondents have joined considering the reputation of the organization. Also, people prefer this organization due to financial incentives, professional growth, management, working conditions, job security, working hours, work life balance and networking and leave policy of the organisation respectively.

### 3.2 Sampling Adequacy and Reliability

To identify various HRM practices followed in selected textile units, factor Analysis has been applied. And before applying it, the reliability of the data has been checked with the help of cronbach alpha and bartlett test of sphericity. The sampling adequacy of the data is indicated

by the KMO value and the data set is found to be significant. It is based on the correlations and partial correlations of the variables. If the test value, or KMO measure is closer to 1, then it is good to use factor analysis and is not recommended if KMO is closer to 0. **Bartlett's test of Sphericity** is used to test whether the correlation matrix is an identity matrix. i.e., all the diagonal terms in the matrix are 1 and the off-diagonal terms in the matrix are 0. In short, the correlation between all the variables is 0. With the value of test statistic and the associated significance level at 1%, it appears that the correlation matrix is not an identity matrix, i.e., there exists correlations between the variables.

**Table 3***KMO and Bartlett's Test of Sphericity*

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>		.730
<b>Bartlett's Test of Sphericity</b>	<b>Approx. Chi-Square</b>	1003.674
	<b>Df</b>	378
	<b>Sig.</b>	.000

The reliability of statistics is indicated by the value of Cronbach alpha which is 0.924 as indicated in table 4 below. The values of Cronbach's alpha should be above 0.60 which is a minimum threshold limit (Nunnally & Bernstein, 1994) and ensures the reliability of the data collected for the study.

**Table 4***Reliability Statistics*

<b>Cronbach's Alpha</b>	<b>No. of Items</b>
<b>0.924</b>	<b>28</b>

### 3.3 Principal Component Analysis

The principal component analysis is used to extract factors and comprise three stages- initially, it calculates communalities of all statements, secondly- total variance explained of each factor are worked out and finally, the important HRM statements are loaded under 'Rotated component matrix' in each of the extracted factors in the second stage. The detailed explanation of the factors is given as under:

Communalities indicate the amount of variance of various statements for HRM practices. The statements having variance of more than 0.50 would be included for further analysis to extract the factors under dimension reduction.

**Table 5***Communalities*

<b>HRM PRACTICES</b>	<b>Initial</b>	<b>Extraction</b>
Applicants are fully informed about the job description before being hired	1.000	.656

Recruitment and selection processes are impartial	1.000	.765
Favoritism is <i>not</i> evident in the selection process	1.000	.657
All appointments are based on merit	1.000	.698
Training opportunities are provided to enrich skills and abilities	1.000	.829
Training and development is a regular feature	1.000	.736
Job rotation facilitates employee development	1.000	.632
Seniors always inspires me in performing my duties	1.000	.575
Compensation paid and work performed are balanced	1.000	.624
Incentives, leave facilities and other benefits are based on performance	1.000	.726
Promotion policies are well defined and shared	1.000	.801
Job promotions are fair and equitable	1.000	.764
Promotion decisions are based on seniority	1.000	.776
Priority is given for merit in promotion decisions	1.000	.711
Formal procedure is followed for resolving disputes	1.000	.667
Supervisor evaluates work performance on regular basis	1.000	.811
Supervisor provides me with actionable suggestions on what I can do to improve	1.000	.808
When I have questions or concerns, my supervisor is able to address them	1.000	.563
Performance appraisal helps in self review and expression	1.000	.764

Feed back of performance evaluation results are discussed with employees	1.000	.747
Performance appraisal facilitates growth and learning	1.000	.807
Creative suggestions are always encouraged	1.000	.550
Employees have freedom to work in best possible way	1.000	.540
Employee participation is encouraged	1.000	.731
Employees are considered as value creators	1.000	.717
Working conditions are satisfactory	1.000	.679
Employee friendly polices like childcare, flexible work time are realized	1.000	.694
The company focus on welfare schemes to improve the quality of employee's work life	1.000	.622

*Extraction Method: Principal Component Analysis*

### 3.4 Total Variance Explained

This is an important step in factor analysis where the selected HRM statements with communality of more than 0.50 have been used for factor reduction. Total variance explained is given in Table 6. Six factors are extracted from the data set which together explained more than 70 per cent of the total variance. Component-wise the total variance explained by the 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> factor came out to be 35.016, 10.825, 8.669, 6.940, 4.768, 3.953 per cent of the total variance.

**Table 6**

*Total Variance Explained*

Compo- nent	Extraction Sums of Squared								
	Initial Eigen values			Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.804	35.016	35.016	9.804	35.016	35.016	3.962	14.149	14.149
2	3.031	10.825	45.841	3.031	10.825	45.841	3.717	13.274	27.423
3	2.427	8.669	54.510	2.427	8.669	54.510	3.353	11.974	39.396
4	1.943	6.940	61.450	1.943	6.940	61.450	3.351	11.968	51.365

5	1.335	4.768	66.218	1.335	4.768	66.218	3.196	11.415	62.780
6	1.107	3.953	70.171	1.107	3.953	70.171	2.070	7.391	70.171

### Extraction Method: Principal Component Analysis

The principal component analysis is used to extract factors from the given 28 statements related to HR practices. Twenty-seven HRM statements are reported to be loaded in six factors with the exclusion of one statement 'Creative suggestions are always encouraged' whose factor loadings are less than 0.5. Six factors are extracted from the data set which together explained more than 70 per cent of the total variance. The rotated component matrix indicates that 6 HRM statements are loaded in the first factor. The factor loading in case of these HRM statements varied from 0.830 to 0.501. The 1<sup>st</sup> factor is stated as **Compensation and Promotion**. This is the most important factor and explains 35.016 percent of the total variance. Similarly, there are five HRM practices loaded in the second factor with factor loadings varying from 0.833 to 0.501. Based on the type and nature of the practices the factor is named as **Organizational Culture**. Five HRM practices related to **Selection and Training** were included in the third factor. Four HRM practices related to **Performance Appraisal** were included in the fourth factor. Further four practices related to **Grievance Redressal** were included in the fifth factor and three HR practices related to **Support and Development** were included in the sixth factor. One statement namely Creative suggestions are always encouraged is not loaded in any factor which has been removed from the table. Overall, it is evident that the magnitude of HRM practices loading decreased in each successive component in Rotated Component Matrix. Since, all loaded HRM practices have emerged as important practices, but the HRM practices loaded in the first component is treated to be the most effective practice and the organizations are advised to focus more on these practices to improve the satisfaction of their competent employees in the organization.

### 3.6 Analysis of Variance (ANOVA)

This test is applied to evaluate the extent or level of job satisfaction with respect to gender, marital status, age, present income, qualification, designation, duration of working with organization, work experience and frequency of job change of respondents. It is hypothesized that the job satisfaction level of employee varied significantly across the above said socio-psychological factors of the sampled respondents. The results are discussed as under:

**Table 7**  
*ANOVA*

		Sum of	Mean			
		Squares	Df	Square	F	Sig.
Gender	Between Groups	.382	2	.191	1.012	.002*
	Within Groups	9.430	50	.189		
	Total	9.811	52			

<b>Marital</b>	<b>Between Groups</b>	1.301	2	.650	2.775	.004*
	<b>Within Groups</b>	11.718	50	.234		
	<b>Total</b>	13.019	52			
<b>Age</b>	<b>Between Groups</b>	.033	2	.016	.030	.970
	<b>Within Groups</b>	27.099	50	.542		
	<b>Total</b>	27.132	52			
<b>Present income</b>	<b>Between Groups</b>	1.732	2	.866	1.116	.336
	<b>Within Groups</b>	38.797	50	.776		
	<b>Total</b>	40.528	52			
<b>Qualification</b>	<b>Between Groups</b>	2.254	2	1.127	1.861	.166
	<b>Within Groups</b>	30.275	50	.605		
	<b>Total</b>	32.528	52			
<b>Designation</b>	<b>Between Groups</b>	.211	2	.105	.416	.041*
	<b>Within Groups</b>	12.657	50	.253		
	<b>Total</b>	12.868	52			
<b>Duration</b>	<b>Between Groups</b>	1.284	2	.642	1.092	.343
	<b>Within Groups</b>	29.395	50	.588		
	<b>Total</b>	30.679	52			
<b>Work experience</b>	<b>Between Groups</b>	.808	2	.404	.745	.001*
	<b>Within Groups</b>	27.117	50	.542		
	<b>Total</b>	27.925	52			
<b>Job change</b>	<b>Between Groups</b>	5.717	2	2.859	2.593	.085
	<b>Within Groups</b>	55.113	50	1.102		
	<b>Total</b>	60.830	52			

*\*significant at 5% level of significance*

The above table reveals the results of ANOVA applied on job satisfaction level of employees across demographic variables. Here job satisfaction is considered as dependent variable whereas all demographic variables are taken as independent variables. The results shows that significant difference exists in case of **Gender, Marital Status, Designation and Work experience** as far as job satisfaction is concerned.

### 3.6 Regression Analysis

In this section of the study, an attempt has been made to estimate the impact of various human resource management practices on job satisfaction of employees. Regression analysis is carried out to document the impact of HRM practices on employee's job satisfaction level. In the regression analysis, an aggregate score of employee job satisfaction is regressed with HRM practices to document the overall impact of HRM practices over employee's job satisfaction and the results are presented in Tables 8 and 9 where job satisfaction is dependent variable and HR practices is independent variable.

**Table 8***Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 <sup>a</sup>	.664	.592	.65764

The model summary in table 8 revealed that the value of coefficient of multiple determinations ( $R^2$ ) is 0.664 which further implies that 66.4 per cent of the total change in the job satisfaction of employees is due to the variation in the factors included in the model. Hence, the model concluded that all HRM practices loaded under these factors may be considered as the important practices that significantly affect the job satisfaction level of the employees. Therefore, these HRM practices are highly recommended for policy formulation to enhance employees' job satisfaction level.

**Table 9***Impact of HRM Practices on Job Satisfaction*

Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
1	(Constant)	4.377	.090	48.458	.000	
	<b>Compensation and Promotion</b>	.024	.091	.037	.268	<b>.001</b>
	<b>Organizational Culture</b>	.113	.091	.172	1.238	.222
	<b>Selection and Training</b>	-.152	.091	-.231	-1.666	<b>.003</b>
	<b>Performance Appraisal</b>	.049	.091	.074	.537	.594
	<b>Grievance Redressal</b>	.097	.091	.148	1.064	<b>.043</b>
	<b>Support and Development</b>	.031	.091	.047	.339	.736

*Dependent Variable: Job satisfaction*

Regression analysis was applied to document the impact of HRM practices on employee's job satisfaction level. The most important human resource practices which are extracted under factor analysis technique are taken as independent variables and job satisfaction is taken as dependent variable. The value of coefficient of multiple determinations ( $R^2$ ) implied that 66.4 per cent of the total change in the job satisfaction of employees is due to the variation in the HR factors included in the model. The above table indicates value of regression coefficients and shows the beta values of HR practices showing its impact on job satisfaction. The six factors impact on job satisfaction where compensation and promotion, selection and training and grievance redressal system are statistically significant at five per cent level whereas **Organizational Culture, Performance Appraisal, Support and Development are not statistically significant**. However, Selection and Training though statistically significant but has negative impact on job satisfaction which shows employees do not consider selection criteria and training as source of job satisfaction.

## 4. CONCLUSION

The entity of an organization depends on various factors. We cannot say one factor is more crucial for the survival of the organization in comparison to other factors but it is a commonly accepted fact that the role of human resource is very crucial in the survival and growth of any organization. The HRM policy helps the organization in setting and achieving its goal. It is essential for any organization to have a well-defined HRM strategy for the successful running of an organization. The role of human resource is expanding it is not limited to the selection and recruitment procedure but also affecting the day to day activity of an organization.

The increasing competition among the employees and tough market condition has made it difficult for the organization to survive and manage all the available resources effectively. It has been realized that the practice of HR policy needs to be practiced in all aspects of the organization and it should not remain restricted to selection procedure only. The need of HRM has been realized in all departments of an organization. For the effective running of the organization now all the departmental managers are following HRM policy. This practice is helping the managers in getting the best from the employees. Further, economic crisis has put immense pressure on organizations to rethink their priorities and to cut costs. Employees found their jobs and in some cases, their livelihood is in danger overnight. Unpredictable employee markets, tighter budgets, demotivated and dissatisfied workforce put strains on effective delivery of Human resource management. Therefore, company should make every effort to sustain, retain the best force in the organization because employees are the best assets of an organization which makes goodwill of the company and helps in increasing profitability of the company.

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