

IMPACT OF HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES ON ACADEMIC STAFF RETENTION

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Abstract

The study strives to explore the effect of HRM practices on the retention of employees in the context of DHACSS. The research examines the effectiveness of the current training and development (T&D) programs, compensation, employee empowerment (EE), and organizational culture (OC) in employee retention (ER) from the academicians' perception. By gathering the opinions of the academicians, it would reflect how they distinguish as satisfactory development which may improve their job promotion and further career planning. Quantitative data is gathered by employing the non-probability self-administered questionnaire comprising of questions with five points Likert scale. The questionnaire is distributed to the research respondents. In assessing and evaluating the gathered data, SPSS technique is used. The target population in this study is the academic staff of DHACSS regardless of the campuses. The total number of academic staff at DHACSS is 1500; incorporating all the campuses. Hence, according to the used calculator, the size of the sample in this study will be 306 respondents. The research study has demonstrated significant association between the HRM practices and the retention of academic staff at DHACSS. The element of organizational culture is proved to be extremely vital in relation to ER as founded from this research. To conclude, the entire research successfully recognizes that training and development, compensation, employee empowerment, and organizational culture are the vital consideration for the academic staff's retention decision at DHACSS. It can be said that DHACSS has executed HRM practices successfully in the organization and is in the superior position to retain its highly talented and key academic staff in comparison to the other competitors functioning in the private educational sector of Pakistan.

Keywords: Employee Empowerment, Compensation, Career Planning, Quantitative Data.

INTRODUCTION

Employees are the mainstay of an organization. Retaining employees is significant in keeping the organization functioning and on track. For the sake of possessing the best talents, policies intended towards satisfying workers' needs are executed, regardless of small-sized enterprises or global organizations (Luna-Arocas and Camps, 2007).

Usually, a firm would retain its staff for a specified time to use their competencies or skills to execute tasks or complete particular projects. One can comprehend it as employee retention (ER) where a task's scope, is nevertheless, often larger than an elementary task and rather a job in real world (Hong et al.,2012). Retention of the useful employees is advantageous for a firm in attaining competitive advantage that cannot be replaced by other rivals in terms of generating satisfied co-employees and high morale who will impart enhanced productivity and superior customer services, which consequently resulting in customer satisfaction, generation of sales, enhanced organizational learning, and smooth

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succession of management (Shaw et al., 2009).

Effective HR practices can be the major element for the organizational success (Lamba and Choudhary, 2013). Past researches have suggested that HRM practices on the organizational performances, like HR planning, teamwork, incentive/compensation, training and development, performance appraisal, and employee security assist enhance the business performance of the firms incorporating firm's flexibility, product quality, and employees' productivity (Batt and Valcour, 2003).

In this research, the major intent is to assess the significance of HRM practices on the retention of academic staff. Moreover, the scope of this research is restricted to the educational institutes of Defence Housing Authority located in the city of Karachi, more commonly known as DHA College and School Systems.

An Overview of the Educational Sector of Pakistan

In a rapidly increasing population as in the Pakistan, the requirement for a dependable system of education is strongly desired (Malik et al., 2022). The educational system in the country, even though not as efficient and contemporary as that of developed states; has exhibited considerable improvement amid the past decade and Pakistan has managed to evolve reputable colleges and schools in the public sector but currently the high achievers on global and national level has emerged from the private educational sector which continues to influence the perception of general public (Rosenbloom et al., 2022). Thus, the confidence of the public lies in the private education system generating a demand for more colleges and schools (Hussain, 2015).

One of such competent and reliable names in the private education sector of Pakistan is DHACSS (DHA College and School Systems). The system is striving to reshape and reform the future generations by means of intellectually alive and academically inspiring environment incorporating all round evolution of a student's personality. All the campuses of DHACSS are custom-built from pre-primary till the level of post graduate imparting excellent quality education by means of its well trained and highly qualified staff. At present, 15 educational institutions are functioning under DHACSS ("DHA College & School Systems (DHACSS)," 2018). The administration of DHACSS thrives to generate an outstanding educational environment for providing internationally competitive educational institutions for the sake of nurturing competent, knowledgeable, and internationally competitive HR base.

Problem Statement

There is several retention practices execution round the world operated routinely by either big enterprises or small setups, even in the sector of private education. Vigorous competition particularly in developing states like Pakistan, which has rare high education ability, makes academic staff retention a vital move in keeping the competitive advantage (Santhanam et al., 2017).

Good and talented academic staffs are an asset for any educational institution (Bai and Wang, 2022). Retaining such workers is extremely vital for the durable growth besides the institutional success, but the employees' retention has become the vital issue facing contemporary educational institutions; functioning in the private sector of Pakistan. The cost of staffing new workers differs and it incorporates an extensive array of expenses like the salaries of recruiters, advertisements, and reimbursements of the expenses of candidates (Guchait and Cho, 2010). The educational institutions also incur the several start-up costs of substituting a worker like the training and administrative expenses. Hence, it is essential to retain talented workers not because of the incurred costs, but also due to the needed output they impart to the educational institutions. The major problem of the current research is to explore the effect of HRM

practices on the retention of employees in the context of DHACSS. It is imperative to evolve an environment within the institutions to motivate staff to stay in the organization.

Research Objectives

The major objective of the research intends at reflecting how employee empowerment, training and development, compensation, and organizational culture impact the academic staff in their retention with the DHACSS. To be more precise, the research examines the effectiveness of the current training and development programs, compensation, employee empowerment, and organizational culture in employee retention (ER) from the academicians' perception. By gathering the opinions of the academicians, it would reflect how they distinguish as satisfactory development which may improve their job promotion and further career planning.

Hypotheses of the Research

H_{o1}: There is no statistically significant association between employee training and development (T&D) programs and ER.

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H_{o2}: There is no statistically significant association between compensation and ER.

H_{a2}: There is a statistically significant association between compensation and ER.

H_{o3}: There is no statistically significant association between employee empowerment (EE) and ER.

H_{a3}: There is a statistically significant association between employee empowerment (EE) and ER.

H_{o4}: There is no statistically significant association between organizational culture (OC) and ER.

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Significance of the Study

The study objective is to impart better comprehension in the association of effectiveness of HRM practices on ER in the DHACSS. The research will give useful information of the association between ER and employee T&D programs, employee compensation, EE, and OC. The study will also assist to better comprehend and can be utilized as a guide to many educational institutions in Pakistan concerning the association of effectual HRM practices on ER (Luna-Arocas and Camps, 2007). The study will also impart an array of solutions towards ER in educational institutions. Thus, the research will enable several Pakistani schools and colleges to recognize what are the fundamental elements to be utilized to retain their academic staff by means of superior knowledge to attain academician satisfaction.

LITERATURE REVIEW

One of the biggest challenges encountered by the contemporary organizations is the retention of the competent employees. Top-level executives, management, and HR departments of the organizations are spending their money, effort, and time to retain key workers and to reduce the rate of turnover (Choi and Dickson, 2009). There are countless reasons concerning the willingly good-bye of the employees from their companies in which they work (Hong et al., 2012). The turnover dilemma requires to be conquered as it imposes greater costs on both the organizations and individuals. Greater costs are generally incurred by the organizations on their employees with regard to attracting, staffing, maintaining, developing, training and holding these employees back in their companies. Organizational managers must do their level best to embrace the measures, which lessen the turnover of the workers (Osibanjo et al., 2014). ER is

an aspect, for the comprehension of which no accepted formula exists; hence, numerous elements have been decided which would be supportive in comprehending ER (Guthrie, 2000).

Even the managers of the private sector acknowledge this phenomenon that retaining key workers of the company is the most difficult feature of their job. In case of job switching, the key employees migrate to the rival companies with the trade secrets and knowledge attained from their previous employers; hence, creating a crucial situation for the previous employer (Jensen et al., 2013). Once all these reasons have been recognized, management can then formulate retention policies that would assist in keeping key workers for a longer term (Anis et al., 2011).

Coping with the retention issues is a challenging job (Ghani et al., 2022). Wide-ranging policy debate is needed to resist this issue. It cannot be attained only by means of monetary incentives. While formulating a retention policy for a company, management should consider the off-the-job and on-the-job elements (Long and Perumal, 2013). Corporations must opt the retention strategy that combine the distinct culture, total rewards, pay, EE, appropriate T&D programs and value key talent by making employees feel vital to the organization (Jensen et al., 2013).

HR Practices Impacting Employee Retention (ER)

ER attributes towards the practices and strategies organization employ to prevent valued workers from quitting their jobs (Batool et al., 2022). It incorporates taking steps to encourage and support workers to stay with the organization for the utmost time period. Staffing knowledgeable individuals for the workplace is vital for an employer. But retention is even more significant than staffing (Hall and Neely, 2023). This is true as a lot of organization underestimate the costs related with the key staff turnover. The costs of turnover can incurred with problems lie security clearance, reference checks, relocation costs, costs of temporary workers, costs of formal training, and induction expenses. Some of the other hidden costs and invincible costs like missed deadlines, lower morale, loss of company's knowledge, and negative perception of the customers regarding the organizational image might also occur (Hassan, 2016).

A large number of researchers have strived to answer the phenomenon of what decided the intention of workers to quit, and to date, there has been inconsistency in the outcomes unfortunately. Hence, there are various reasons why employees abandon their present jobs and shift to other companies. The extent of job dissatisfaction, low organizational commitment, and job stress generally result in employees' resignations (Shah and Sarkar, 2017).

There are numerous means and ways to lessen employee turnover and keep them retained for longer time. Management is required to identify the elements forcing employees to abandon their jobs so that adequate treatment can be implemented by the management due to the increase in indirect and direct expenses incurred on the turnover of the employees. Insufficient attention to retain the dedicated workers could prove to be lethal as far as the organization's survival is concerned (Iqbal and Hashmi, 2015). Numerous organizations are carrying out studies to explore the impact of distinct HR practices on the retention of the workers. This research study will also assist the DHACSS to generate a favorable climate advocating ER. Few of the HR practices incorporate imparting equitable remuneration (besides the fixed bonuses and salary) to workers that reflect appreciating and recognizing contributions and efforts made by the workers, performance, making the employees' work adequately interesting and challenging, and imparting opportunities for bright career and training. All of these HR practices can assist the employees in determining their intentions whether to remain within the organization or not.

Training and Development (T&D)

The programs of T&D can enhance retention when they fulfill the employees' needs. Fulfilling the needs of the employees by means of T&D schemes happen when the information imparted is perceived as applicable, useful, and desirable by them (Shaw et al., 2022). Former studies have recommended that crucial to ER are development of skills, financial and psychological rewards, and management competence. Corporations require paying considerable attention for their expenditures in T&D if the company desires to retain their vital employees. An effective retention policy should incorporate training. Training assists to generate an urge among the workers to remain with the organization for a longer time. Professional career development and training programs must be a vital component of the company strategy. The corporations must advocate workers to take part on training programs (Iqbal and Hashmi, 2015).

Contemporary organizations are now immensely interested in the programs of career development (Sesinando et al., 2022). Researches on HR practices assert that such schemes are of vital help for worker development. The company can enhance the employee dedication and commitment with the assistance of all such schemes. This dedication will enhance the individual productivity (Budhwar et al., 2022). A past study has made a comparison between the companies with slow growth and rapid growth organizations. The research maintained that the company with a rapid growth depends heavily on the capabilities of their workers. These workers put their efforts to sustain the growth oriented policies of the corporation. To attain strategic goals, growing organizations extensively employ training schemes for their workers. They focus on the worker development in contrast to the non-growing rivals (Katou, 2008). Thus, employee development and training schemes are quite prevalent in growing corporations.

Compensation

The remuneration, which a corporation gives to its workers, is the major element, which reveals the dedication and intention towards the worker and is one of the convincing reasons for a worker to remain with the corporation. Nevertheless, merely the pay is not adequate to motivate workers to stay within the corporation. Workers may decide to abandon the company for the better financial consideration, but it is always not essential that greater pay will make the workers stick with the firm. There can be distinct other elements as well that impact the decision of the workers to remain in the organization. Such elements play a considerable part in impacting worker commitment with the corporation (Wheeler et al., 2010). Organizational management should pay substantial attention to these elements along with the compensation.

Compensation is the basis upon which the worker-employer association is decided. The growing competition among the corporations requires retaining more and more skilled workers who can assure the organization's sustainability. In current times, the firms are competing for key workers to attain the competitive edge in the market. The development of the company may become at risk if its workers lack skills and experiences needed for growth. ER can be attained by the company by paying increased salaries to the workers (Hemdi and Nasurdin, 2006). A competitive benefit package and pay is a vital factor to influence ER, but this cannot be denoted as a complete picture.

Compensation plays a major part in retaining the competent and skilled employees (Tumi et al., 2022). Hence, numerous corporations announce and impart the remuneration that is over and beyond the current market remunerations. This can be in the form of free education to the employees' children, security plans, special bonuses and pay premiums, vehicle allowance, house allowance, and stock options, etc. Additionally, few of the leading corporations implement the practices like group-bases incentive

schemes and profit sharing (Haider et al., 2015). An extensively employed technique used by several organizations to foster the ER is founded on performance compensation, remunerating the workers after assessing their individual performance/hard works.

Employee Empowerment (EE)

Usually, empowerment is assigning the power of action and decision to the workers and imparting more authority and accountability to accomplish their task (Kagucia, 2022). It signifies that workers possess adequate authority to decide how they carry out their duties. In a broader perspective, empowerment incorporates involvement of workers to function in a participative environment. Undoubtedly, empowered workers are recognized as vigorous drive in the success of an organization. It is due to the fact that they are more committed and motivated to the operations of the firm. EE can generate sense of ownership and belongingness towards the present organization (Ashar et al., 2013). The workers incline to perform well and to be more confident. It will indirectly enhance customer satisfaction and service quality.

In today's competitive market, retaining capable and competent workforce is vital in any firm. Greater rate of turnover in a corporation might impact the image and reputation of the company (Zahid et al., 2022). Replacing the workers is costly and problematic as the corporation has to train a fresh worker in case of the resignation of the experienced worker. Few of the studies have recognized that lower empowerment level, absence of job satisfaction, and low degree of superiors' support might result in turnover. HR strategies should emphasize upon attaining more self-governing to the workers to avert job burnout and turnover (Terera and Ngirande, 2014). HR policies have a strategic part to play in ER by means of stimulating capable and competent staff. The goal setting procedure that incorporates workers can improve EE as workers consider themselves more empowered and completely aware of their jobs. Empowered workers are inclined to be more confident and strive to impart their best to the organization as they are provided with more authority in the procedure of decision-making. Empowering the employees can generate a sense of obligation among the workers to remain in the organization (Brum, 2007). Thus, the workers will be inclined to stay within the organization even when they encounter extreme pressure from others that aim to abandon the organization as they feel that they a vital component of the firm.

Organizational Culture (OC)

Former researchers possess a diversified understanding of culture. It can be explained as a set of behaviors, values, and beliefs that leaders discover or invent to resolve issues in the internal and external environment, which is taught to the fresh entrants as the accurate means of solving the issues. The culture differs across the organization (Grover et al., 2022). It is a blend of values and norms of organizational members, passed along to fresh entrants to the firm. It is a normal means to guide individuals of what is anticipated of them at the organization. Nevertheless, culture does not remain stationary. It is a dynamic factor, which takes the impact of changes happening in the environment, and consequently, new feelings, beliefs, and thoughts get in the OC with the passage of time (Laschinger et al., 2009).

The prevalent culture within the organization is a vital factor which directs the workers to abandon the organization. Top level management should assess the OC, its distinct factors and strive to explore the means in which OC can be enhanced to retain more workers. Researchers and practitioners are tend to assess the distinct dimensions of OC. OC is a vital mechanism for managers to tackle the organizational change. They understand that structural or strategic realignment is hard to accomplish

without the support of behavioral norms and organizational values(Hong et al., 2012). Nevertheless, culture is an intangible and subtle phenomenon. The OC is challenging to manage and influenced directly.

Proposed Conceptual Framework

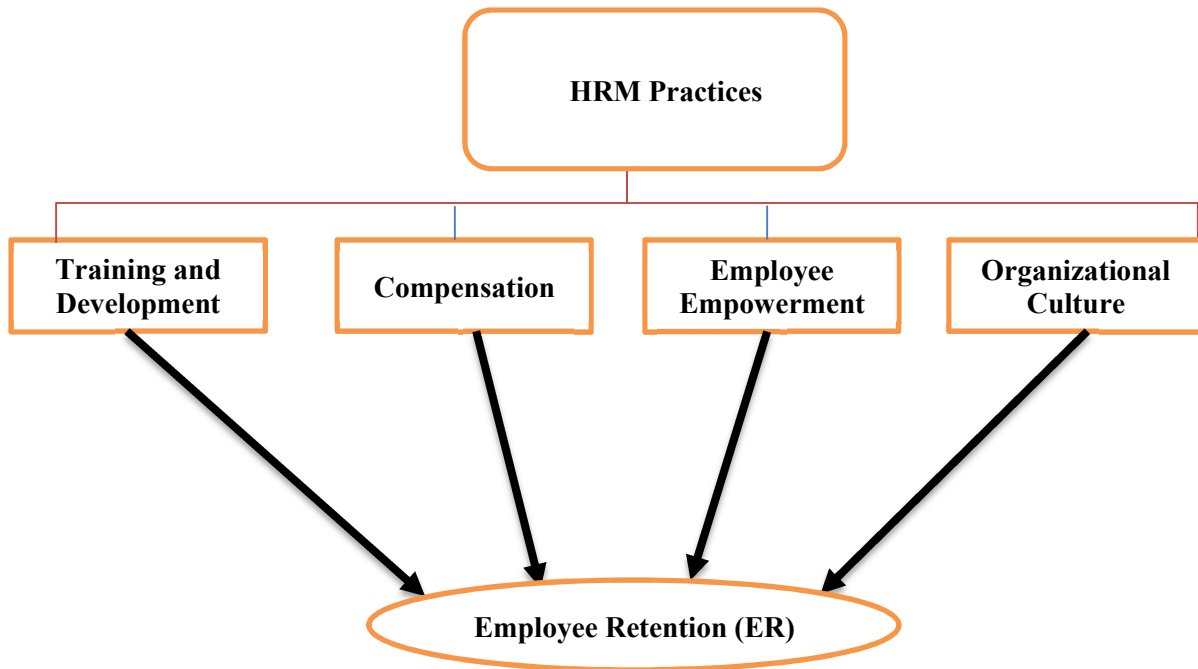


Figure 1: Proposed Framework

This research intends to assess the association between the independent variables of T&D, compensation, EE, and OC and the dependent variable of ER by executing a research on how these four independent variables impact the ER at DHACSS. In short, the suggested framework recommends how T&D, compensation, empowerment, and OC can be associated together in attaining a conclusion of becoming vital elements of employees' retention at DHACSS.

METHODOLOGY

Quantitative data is gathered by employing the non-probability self-administered questionnaire comprising of questions with five points Likert scale. The questionnaire is distributed to the research respondents. In assessing and evaluating the gathered data, SPSS technique is used.

Research Design

Research design is an entire framework of a study that explains the method and direction of the research to accumulate the required information, either from secondary or primary origins. Quantitative approach possesses the attributes of quantifying the objective facts utilizing variables where data is detached from theory, analyzed statistically, and stressed with its reliability (Ketchen and Bergh , 2009).

Because of the adoption of quantitative technique, undoubtedly the research is conducting causal study where the formulated hypotheses in the earlier section comprising of all the variables will be investigated empirically utilizing SPSS software to prove the cause and effect association between ER and the independent variables of T&D, compensation, EE, and OC.

Methods of Data Collection

There would be demonstration on what methods will be employed in gathering the secondary and primary data for the sake of empirically assessing the formulated hypotheses, and thus deciphering the research questions.

Primary Data

A questionnaire comprising of five main variables is executed by extracting sources from some of the established questionnaires. The research questionnaire would be distributed to the academic staff at DHACSS to be filled up and later be assessed of the outcomes employing SPSS software.

Secondary Data

In this particular research, most of the secondary data are taken out from the online sources like, internet findings, online data bases, or some other origins. The journal articles of pertinent research field are adopted from ProQuest Database, Google Scholar, ScienceDirect, and Emerald Library databases.

Sample Design

Target Population

Target population is said to be a stated group of objects or individuals from whom questions can be asked to evolve needed information and data structures (Bairagi and Munot, 2019). Hence, the target population in this study is the academic staff of DHACSS regardless of the campuses.

Sampling Location and Sampling Frame

The sampling frame can be explained as a group of source materials from which the samples is chosen. The definition also covers the aim of sampling frames, which is to impart a means for selecting the specific members of the intended population (Kuada, 2012). Nevertheless, sampling location is the site where study is carried out and/or a place where the data is attained. In this study, the participants are the academic staffs that work at several campuses of DHACSS.

Sampling Technique

Non-probability sampling is considered to be less expensive, need merely few sampling skills, and consume less time (Kumar, 2018). Hence, this technique of sampling is embraced to carry out questionnaire survey in this study. Additionally, sampling units in this study are chosen on the basis of convenience or individual judgment as targeted participant and information is readily accessible.

Sampling Size

Greater the size of the sample in a study, the more precise and accurate the generated data, but the size of the sample will be distinct because of the diverse situation (Jonker and Pennink, 2010). In this study, size of the sample is decided accordingly by using the sample size calculator available online. The total intended population is included according to the DHACSS directory. The total number of academic staff at DHACSS is 1500; incorporating all the campuses. Hence, according to the used calculator, the size of the sample in this study will be 306 respondents.

Research Instrument

The instrument that is used in this study is questionnaire. The purpose of employing the questionnaires is

to attain a direct feedback and response from the participants and also the responses can be collected in a shorter time period and in a convenient manner.

Questionnaire Design

For the purpose of this study, all the questions are closed ended and formulated in order to ease the procedure of assessing the respondents' data. Hence, the accumulated results from participants will enhance the accuracy and speed of recording, besides being more comparable. All the questions are adopted from past researches executed by other researchers. The questions are in simple English to lessen the uncertainties and misunderstandings by the participants.

The questionnaire comprised of two sections, first section consist the demographic data and the second sections incorporated questions about all the five variables. The questions are in the form of five point Likert scale permitting participants to indicate how strongly they disagree or agree with the provided statements (Bairagi and Munot, 2019). It will lead to a superior comprehension towards the elements having an impact upon the ER of academic staff at all the DHACSS campuses located in Karachi.

RESULTS AND ANALYSIS

Table 1

Reliability Analysis

Variables	Cronbach's Alpha	No. of Items
Training and Development	0.740	5
Compensation	0.693	5
Empowerment	0.894	5
Organizational Culture	0.833	4
ER	0.683	5

Cronbach's alpha is the standard utilized to evaluate the reliability of test items or scale set. It can be said that the consistency of any provided measurement attributes towards the degree to which it is a reliable concept measure, and Cronbach's alpha is a means of assessing the consistency's strength. The subsequent reliability coefficient varies from zero to one in imparting this entire evaluation of a reliability measure. If all of the items in a scale are completely independent from each other; that is; the items are not correlated and have no covariance, then the value of alpha will be zero. Moreover, if all the scale items possess high covariances, then the alpha value will be near to one, as the scale items approach infinity. It is evident that the greater the value of Cronbach's alpha, the more the scale items possess shared covariance and possibly assess the similar underlying concept.

Even though the criterion for what makes an excellent alpha coefficient are completely arbitrary and rely upon the theoretical information of the in question scale, a lot of researchers suggest least possible alpha between 0.6 and 0.8. Coefficients lower than 0.5 are generally intolerable.

In the above table of Cronbach's alpha, the alpha coefficients of all the scales are more than 0.6; signifying that all of them are acceptable and are internally consistent and reliable.

Table 2
Descriptive Analysis

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation
Training and Development	306	3	4	3.88	0.262
Compensation	306	3	4	3.48	0.298
Empowerment	306	3	4	3.49	0.379
Organizational Culture	306	3	4	3.72	0.321
ER	306	4	5	4.72	0.268
Valid N (listwise)	306				

The table shows that the mean score for T&D is 3.88 and having a SD of 0.262. Likewise, the mean score for compensation is 3.48 and a SD of 0.298. The variable of empowerment is having a mean score of 3.49 (SD=0.379), OChas a mean score of 3.72 and a SD of 0.321. Finally, the dependent variable of ER is having a mean score of 4.72 and a SD of 0.268.

Inferential Analysis

The researcher has used the multiple regressions in order to model the linkage between practices of HRM at DHACSS and ER. In this model of multiple regressions, the independent variables are T&D, compensation, EEand OC and the dependent variable is ER.

Table 3
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.950 ^a	0.902	0.900	0.085

a. Predictors: (Constant), Training and development, compensation, empowerment, and organizational culture

R square explains the total variation and it is always between zero and hundred percent. Zero percentage mentions that the model explains none of the variability of the response data around its mean, while hundred percent entails that the model explains all the variability of the response data around its mean. Usually, the greater R square indicates that the better the model fits the data.

On the other hand, the adjusted R square contrasts the descriptive power of models that incorporate a varied number of predictors. Every single predictor added to the regression model enhances the R-square and never decreases it. Hence, a model with added terms might appear to have a better fit just for the reason that it has more terms. The adjusted R square makes up for the variables addition and merely increases if the newly added term improves the model above what would be attained by probability and declines when a predictor improves the model less than what is estimated by chance. Hence, in the above table; the value of adjusted R square which is .900 signifies that the HRM practices of T&D, compensation, empowerment, and OCare responsible for 90 percent variation in the ER at DHACSS.

Table 4
ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.314	4	4.079	566.427	0.000 ^b
	Residual	1.779	247	0.007		
	Total	18.093	251			

a. Dependent Variable: ER

b. Predictors: (Constant), training and development, compensation, empowerment, and organizational culture

F value shows the variation within the samples. A greater value of F entails that the data does not well support the null hypothesis. Here, the value of F is 566.427 demonstrating that the model possesses exceptional explanatory power. The level of significance is 0.00. This F value is also asserting that the variables group is significant jointly. Evaluating the F value of 566.427 at the significance level of 0.000 which is less than or equal to 5; it is evident that all the result are significant.

Table 5
Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.483	0.111		4.365	0.000
1 Training and Development	-0.534	0.064	-0.521	-8.303	0.000
Compensation	0.298	0.060	0.331	4.944	0.000
Empowerment	-4.907	0.146	-6.932	-33.519	0.000
Organizational Culture	6.018	0.199	7.195	30.217	0.000

a. Dependent Variable: ER

Correlation between the variables can be perceived by means of t value. T value depicts the impact of independent variables on the dependent variable of EP. The greater the t value, the more impact upon the EP. Higher t value also signifies higher beta. The greater T value of OC shows that this variable has comparatively more influence upon the ER at DHACSS.

Hence, logically; all the null hypotheses developed in this study are rejected and it can be said that the HRM practices have a considerable impact on the ER at DHACSS.

Hypothesis Assessment Summary

Table 6
Hypothesis Summary

S. No.	Description	Sig. Value (p)	Comments
1	There is no statistically significant association between employee T&D programs and ER.	0.000	Rejected
2	There is no statistically significant association between	0.000	Rejected

	compensation and ER.		
3	There is no statistically significant association between EEand ER.	0.000	Rejected
4	There is no statistically significant association between OCand ER.	0.000	Rejected

DISCUSSIONS

Training and Development and Employee Retention

The review of the former studies reveals that the programs of T&D can enhance retention when they fulfil the employees' needs. Fulfilling the needs of the employees by means of T&D schemes happen when the information imparted is perceived as applicable, useful, and desirable by them. An effective retention policy should incorporate training. Training assists to generate an urge among the workers to remain with the organization for a longer time. Professional career development and training programs must be a vital component of the company strategy. The corporations must advocate workers to take part on training programs.

Job related training programs can boost the employees' capability to solve problems. Once the employees become motivated and confident to perform their duties, they are more probable to be dedicated to their job and hence can be retained for a longer time (Das and Baruah, 2013). Corporations must impart suitable T&D platforms to keep workers updated and confident regarding their current operations (Salas et al., 2012). By means of training, employees are capable to function with little guidance and more dedicated towards the corporation. Thus, it can be said that employee training is vital for ER in any sector. These findings correspond with the work of Iqbal and Hashmi (2015).

Compensation and Employee Retention

Assessing the former researches maintain that compensation plays a major part in retaining the competent and skilled employees (Barney and Wright, 1998). Compensation is the basis upon which the worker-employer association is decided. The growing competition among the corporations requires retaining more and more skilled workers who can assure the organization's sustainability (Lawler, 1994). In current times, the firms are competing for key workers to attain the competitive edge in the market. The development of the company may become at risk if its workers lack skills and experiences needed for growth. ER can be attained by the company by paying increased salaries to the workers. A competitive benefit package and pay is a vital factor to influence ER, but this cannot be denoted as a complete picture (Mtatiro, 2021).

The outcomes of this study also exhibit that compensation policy is associated with ER. Such findings are imparting justification to the statement that ER is crucial to sustain the growth of the organizations as it is a competitive job in contemporary scenario and to entice and retain key workers, compensation has a critical role to play. All of these outcomes correlate with the studies of Hemdi and Nasurdin (2006) and Wheeler et al. (2010).

Employee Empowerment and Employee Retention

The review of the past literature asserts that EE can generate sense of ownership and belongingness towards the present organization. The workers incline to perform well and to be more confident. It will indirectly enhance customer satisfaction and service quality (Aburayya et al., 2020). Empowered workers

are inclined to be more confident and strive to impart their best to the organization as they are provided with more authority in the procedure of decision-making. Empowering the employees can generate a sense of obligation among the workers to remain in the organization. Thus, the workers will be inclined to stay within the organization even when they encounter extreme pressure from others that aim to abandon the organization as they feel that they a vital component of the firm (Govindaras et al., 2023).

An empowering culture fosters empowering leaders, speeding up the execution of empowering practices, and advocates workers to be self-managing (Zainal et al., 2023). The empowerment programs bestow workers with an encouraging experience at their jobs, a clear and understandable feeling of sovereignty and involvement in managing and commencing their actions, which consequently leads to enhanced worker satisfaction and retention (Mordi et al., 2023). All of these results are accordance with the studies of Brum (2007) and Ashar et al. (2013).

Organizational Culture and Employee Retention

Former literature claims that OC is a vital mechanism for managers to tackle the organizational change. The past researchers understand that structural or strategic realignment is hard to accomplish without the support of behavioral norms and organizational values (Roh et al., 2022). Nevertheless, culture is an intangible and subtle phenomenon. The OC is challenging to manage and influenced directly. The prevalent culture within the organization is a vital factor which directs the workers to abandon the organization. Top level management should assess the OC, its distinct factors and strive to explore the means in which OC can be enhanced to retain more workers (Vuong et al., 2023).

OC is associated with ER, being the strongest medium of ER in this study. Associating ER to the prevalent culture within an organization is an elucidation of the greater correlation between the ER and the OC. These results are consistent with the work of Hong et al. (2012).

CONCLUSION

The research study has demonstrated significant association between the HRM practices and the retention of academic staff at DHACSS. The element of OC is proved to be extremely vital in relation to ER as founded from this research. Prior to the outcomes, the research imparted empirical evidence that advocates all the mentioned independent variables to be substantially impacting the employees' retention. Numerous researchers approve these statements as exhibited in literature review by providing all the factual evidence from the outcomes of each study. Thus, the study hypotheses are formulated according to the major findings of the past researchers as basis, and awaited to be evaluated in later phases through the results of this study.

Attracting and retaining key staff members is always a challenge for any organization, but it has become more difficult because of the competition for competent workers (Ghani et al., 2022). The academic staff at DHACSS feels that effectual HR practices have an immediate and favorable association with workers' retention. The organizations that attract and retain key staff in a successful manner offer dynamic environment and high compensation packages. The benefits and compensation given by the DHACSS to its academic staff is a key strategy that assists the organizational nourishment. The academic staff is of the opinion that rewards/compensation denote to enhancing the staff's retention and loyalty towards the organization. The study outcomes signify that DHACSS is extremely successful and capable in its academic staff retention. It is also imparting a culture that is assisting in retaining academic staff at every single level. T&D is also evolving expertise in academic staff for the purpose of superior performances at DHACSS. The academic staff is loyal and dedicated to the employer as the organization

is helpful for the long term career evolution of its academic staff. Academic staff at DHACSS feel that their T&D needs is being taken care of in a proper manner. Furthermore, academic staff at DHACSS also feels empowered and are inclined to be more confident and strive to impart their best to the organization as they are provided with more authority in the procedure of decision-making. Empowering the employees is generating a sense of obligation among the academic staff to remain with the DHACSS.

To conclude, the entire research successfully recognizes that T&D, compensation, EE, and OC are the vital consideration for the academic staff's retention decision at DHACSS. It can be said that DHACSS has executed HRM practices successfully in the organization and is in the superior position to retain its highly talented and key academic staff in comparison to the other competitors functioning in the private educational sector of Pakistan.

Areas for Further Studies and Limitations

Future studies can easily identify the variables impacting the ER. Additionally, the national researchers can employ the outcomes of this research in order to make the foundation for further studies in this field. Upcoming researches can carry it on extensive aspects in view of the effect of other HRM practices on ER. Some of the other HR practices could be selection and recruitment, information sharing, and performance management. The study will be beneficial for both the keen researchers/students and the organizations. This study's sample size is small so it can be extended while carrying out other studies. Future researches can assess the employees' retention impacted by such HR practices on other sectors too.

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