

## Impact of High Performance Work Practices (HPWP) on Employee Retention in IT Industry

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### Abstract

This research article aims to “To study the impact of key attributes of HR practices on employee retention of IT employees”. The paper applies data reduction using Reliability Test, Confirmatory Factor Analysis (CFA) and Multiple Linear Regression on a sample of 270 respondents drawn from 6 IT companies in Pune and condenses a set of 24 items of key HR practices converted into six attributes. The present study proposes a model of the impact of key attributes of HR practices on the employee retention. The study found that recruitment & selection, training & development, performance appraisal, retaining talent, employee feedback and work-life-balance are impacting significantly the employee retention. Therefore, IT companies should focus on the above factors to increase retention of employees. The study investigated the impact of attributes of HR practices on the retention of the IT employees concluded that performance appraisal had the highest impact on the retention of the employees’ recruitment & selection, training & development, retaining talent, employee feedback followed by work-life-balance.

**Key words:** Recruitment & Selection, Training & Development, Performance Appraisal, Retaining talent, Employee Feedback, Work-Life-Balance and Employee Retention.

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### Introduction

Initial step of HR practices is the recruitment procedure. Recruiters select the candidates, who prove to be the most compatible with the organization culture, structure, expected set of

responsibilities, that retain them for longer and productive period. This selective recruiting includes choosing those individuals who fit into their work jobs as well as the organization culture. High Performance Work Practices (HPWPs) can be characterized as practices that have been displayed to work on an organization's ability to actually draw in, select, recruit, create, and hold high-performing employees. This, thus, lessens the probability of employees leaving and along these lines diminishes employee turnover, further developing efficiency (Huselid, 1995). Employee Turnover and efficiency have an inverse relationship (Guthrie, 2001) with one another. The present job market for applicants is competitive, with many organizations battling to attract, secure, and hold the best talent.

Recruiting the best ability isn't the last activity of an HR expert, however the primary work begins from the employing of the incumbent. To keep the incumbents abreast with the most recent advancements in their particular field, persistently work on their abilities, and keep them intrigued, invigorated, and persuaded in their jobs, it is fundamental to furnish them with chances to continue to advance consistently with the progression of time. Also, they should be offered a chance to pursue all their intents and purposes while utilizing the new abilities they have mastered. INFOSYS is one of the top IT organization, which trains their employees consistently and a portion of the selected employees trained at the Infosys Leadership Institute to take on higher obligations in the organization.

It is the methodical assessment of employees' performance yearly with the foreordained principles then, at that point, contrast them. These practices track down the deviation in the events that emerge, speak with them to work on their abilities for ahead. Enhancements in execution is unimaginable by once in a year meeting, rather, execution should be assessed often. There are various techniques for performance measurement; conventional and modern. 360-degree performance appraisal is one of the modern methods to performance appraisal by their supervisor, peers, subordinates, and other contacts. Accomplishing a balanced and objective perspective on exhibition, the executives form a scope of sources (as each individual have alternate point of view) and become furthermore supportive in utilizing this technique. There are a few conventional strategies, that just evaluate the employee but the exclusion of input should be eliminated from the HR climate, as low appraising can down the spirit of professionals.

Management may provide incentives and performance linked bonuses to their most valued employees to retain them for long. HR function ought to attempt to have rewards plans for valued employees. Recognizing an employee for their praiseworthy activity/performance doesn't inflate expenses for the organization but is an effective way to hold and draw in best ability and furthermore propel them towards their work.

By posing inquiries to employees regularly on their, job expectations, ideas, to gain their insights. It is as if a customer is asked on what type of product/feature is expected and his/her critical remarks on the benefits he gets from the bundle of features of the product. This way, the HR manager can win the psyche of employees. HR Manager ought to periodically conduct employee satisfaction survey and take action on the feedback he so receives such that he engages the employees on their jobs and also fits them with their jobs more effectively.

Innovation has made the work more straightforward as individuals can associate from anywhere to anybody, engage the person to keep up with balance between serious and fun activities (peoplematters.org). By giving them flexible working hours and working from home choices, preparing them to fit into organization culture. These capacities connect them with workplace and also

helps them acquire additional skills and also to commit their valuable time to spend with their families. Working environment adaptability helps individuals work as per their appropriate time, meet the business needs through making changes to the time, area and way at whatever point they feel. This adaptability helps the employees and in contingency, the organization also. Cadbury considers the best for their employees and puts them first. Cadbury retains its employees by giving them the priority, by being compassionate to them and with a philanthropic attitude.

### **Literature Review**

Different HR practices are observed by companies according to the country/region. Essentially, MNCs organizations provide more creative and complex HR practices to hold their current employees compared to their domestic counterparts. They rely upon the expectations of their employees. Training, Internal Promotion, Career Development, Specialization, Autonomy, Teamwork, Equality, Recognition, Openness are some of the HR practices which contrast them from their domestic counterparts who adopt to relocation, orientation assistance to expatriates, job rotation, coordinating international training etc (Hiltrop, 2002). The study reveals that US based organizations are more open and provide equality, recognition and more opportunities for career development and training while their Japanese counterparts offer more of training, job security and promotion opportunities. Indian IT MNEs embrace a hybrid approach (for example a blend of home and host-country HRM practices) by principally combining their parent-country HR practices with some local (have country) practices (Patel et al. 2018).

A study done in Canada based undertaking presented that stability, development and reward oriented HRM practices impact the employee commitment (R Gellatly et al in 2009). Mr. Michel Tremblay's 2010 study in Canadian emergency clinics analyzed the job of connecting HRM practices, employee performance and organizational commitment. It reveals the connection between Performance and HRM practices and that these HRM practices can stimulate enhanced extra-role, in-role and also organizational commitment. The important predictors of employee commitment are reward and performance management, Training and development. And, there is a negative relationship between employee perception and use of HRM practices and turnover intention (Rees, Branine, et al, 2019). HRM practices is a bundle of HR exercises (recruitment, development, reward and retention) and perceived activities exercises of HRM result at individual level (employee engagement and skills attitude behavior) and at organizational level (employee loyalty) that further develop organizational performance (Ružić, 2015). Pay/rewards have a group based incentive lead to innovation that eventually outlines the organizational performance where employee knowledge plays a mediating role job in the organization if appropriate HR practices are carried out in healthcare industry (Tomar and Dhiman, 2013). There is a direct relationship between HR practices and the company's performance, which eventually leads to the financial performance and employee productivity (Lai, Y., Saridakis, G., and Johnstone, S, 2017). Mere Training doesn't prompt employee retention, but it makes excessive caseloads, promotional opportunities but together with other factors like pay, benefits and reward management system (Tangthong et al. 2014). Greater focus on HRM practices will lead to higher organizational performance (Tabiu et al. 2019).

Employee turnover rate is higher in innovating organizations and organizations involved in more of R&D endeavors and creating new commercial products, further increase the employee turnover rate which consequently blows the R&D endeavors. Therefore, there is an inverted U shape relationship between innovation and employee turnover (Eriksson et al. 2014). A study conducted by

Bangladesh's university reveals that that HRM Practices impact affective commitment barring job autonomy (Mohd H. R. Joarder et al., 2012). Another study defies affective commitment mediation in the relationship between HRM practices and turnover intention among the faculty of the private university. Another study revealed that supervisory support, Job security along with compensation are the most important, however they are negatively linked with turnover intention (Mohd and Joarder, 2011). HRM practices impact employee commitment and labor intention positively and negatively impacts the turnover intention (Rees et.al. 2019). Another study was conducted among the employees of five large private banks in Kuwait on the Impact of HRM Practices on Organizational Commitment in the Banking Sector. It has shown that competence development, fair rewards have positive impact on HRM practices and organizational commitment and the other factors like recognition and information sharing do not show any impact on organizational commitment (Nicole Renee Baptiste, 2008). High turnover increases the cost component for any organization and leads to productivity decrease and increases substantial hiring and training costs. It can damage the employee morale as the other employees must make up for the pending works of the employees leaving the organization. Service companies share information among employees more than the manufacturing companies and the study says that in manufacturing sector, there is more job security, flexible working arrangements (Hiltrop, 2002). High Involvement Work Practices (HIWP) refers to investing in human resources that lead to employee retention and these practices would give more productivity (Guthrie, 2001). In contrast to service organizations, manufacturing organizations' HRM practices have greater impact on firm's performance (Comb et al. 2006). Additionally, representative's presentation is estimated by efficiency (blossom et.al. 2011). Prior research studies demonstrate that employee retention is a challenging task for the organizations in today's competitive business environment. Human Resource is the powerful tool for the growth of the organization and sustainability. Proper HRM initiatives should be adopted by the organizations in order to decrease the employee turnover. The importance and the trouble faced by the organizations in attracting the talent and retaining the talent are the same (Sandhya, K., and Kumar D. Pradeep. 2014). This paper explains the importance of the employee retention for the growing organizations and achieving the competitive advantage. The retention strategies are to be formulated such that the organizations grow with greater efficiency to meet the long term strategic business objectives. Whenever an organization loses a talented employee, there is a huge negative impact on the innovation and service provided by the organization. This in turn affects the organization's growth and profitability. The employee attrition affects other HRM practices like Man Power Planning, recruitment, selection, training etc. If the employees are satisfied with the employee retention strategies, they are more dedicated towards their jobs and work for the organization's growth and sustain the advantage of competitiveness over the rivals (Sandhya, K., and Kumar D. Pradeep. 2011). The paper presumes that employee maintenance can be rehearsed better by persuading the professionals in the accompanying perspectives: open correspondence, employee reward program, career advancement program, performance based reward, recreation offices, gifts at certain events.

### **Research Gap**

The research studies accompanied previously were dedicated only on the association between HRM practices and organizational performance and seldom concentrated the impact of HRM practices on employee satisfaction. There are gaps in this area of studies, during literature survey; it has been witnessed that there is no particular study directed on human resource management practices of IT



companies as in the cases of employee retention. It is known that HRM practices can impact individual employee performance as well as firm performance positively. However, many studies were revealed a positive association among HRM practices and organizational performance in business administration, there is not ample literature presented or research undertaken on the Impact of Human Resource Management Practices on employee retention in IT Industry in India. No research is originating on the HRM practices on employee retention and or related areas in IT sector, Pune city during review of literature.

### Research Problem

In a fastmovingbusiness environment, organizations depend ontheir leaders to enablethechanges and innovations necessary to continuecompetitive improvement. Leadersareperceivedaspeoplewhocan single-handedproduceinstructionoutof disorder,directororganizationsoverridiculousenvironmental confusion, carry mightiness out ofordinariness, andflourish where smaller humanswill rapidly diminishaway. Thus, aleader's attitudeis predictableto give upswingtostimulation,surpriseandempowermentinhis dependents, resultinginremarkablygreatereffort, great commitmentandreadinessto yieldrisks,therebysupportivein confirmingorganizational performance.The employeesin an organizationeitherrhaltordispensationduetoseveralcausesandonesuchsignificantcauseis theirawarenessof the organization'sleadership.Itistheleaderswhoareactiveinplanningandexecutingseveralretention and recognition strategiesso asto decrease attritionand improveperformance.Though,differentleadersreplydifferently to organizational tasks. Hence, it becomes very essentialtorecognizetheroleofleadershipinemployeerecognitionand thenumerousretentionpoliciesbeingapprovedbytheparticularleaders. Thisstudyisdirectedto carryouttheImpact of Human Resource Practices on Employee Retention in IT Industry.

### Research Objectives

1. To identify the key attributes of HRM practices in IT industry.
2. To measure the impact of key attributes of HR practices on employee retentionin IT industry.

### Research Hypothesis

**Ho1:** There is no significant relationship between employee opined key attributes of HR practices on employee retention.

- Ho<sub>1.1</sub>: There is no significant relationship between employee opined recruitment & selection practices on employee retention.
- Ho<sub>1.2</sub>: There is no significant relationship between employee opined training & development practices on employee retention.
- Ho<sub>1.3</sub>: There is no significant relationship between employee opined performance appraisal practices on employee retention.
- Ho<sub>1.4</sub>: There is no significant relationship between employee opined retention managementpractices on employee retention.
- Ho<sub>1.5</sub>: There is no significant relationship between employee opined employee feedback practices on employee retention.
- Ho<sub>1.6</sub>: There is no significant relationship between employee opined work-life-balance practices on employee retention.

### Statistical Tools

- Reliability Test
- CFA (Confirmatory Factor Analysis)
- Multiple Linear Regression

### Research Methodology

#### Sample Size

The sampling unit for the study comprises employees of selected IT companies working in software industry in the Pune city. Multistage sampling procedure is adopted. In the first stage six, IT companies of Pune city are selected using purposive sampling. As many as 25 companies have been approached for the gathering of the primary data. But data could be collected from the employees of the following 6 companies only. Therefore, the companies selected are Cognizant, Infosys, Mahaveer Infoway Limited, IBM, Tata Consultancy Services and Wipro.

In the Second stage 45 employees from each company are selected using convenience sampling which forms 270 employees as the sample size which was felt to be substantial to provide sufficient inputs into the study. The respondents' time, access and availability has constrained the sample size along with the researchers' convenience.

#### Analysis & Results

Reliability test, CFA, regression analysis was used to measure the statements along with factor analysis; model fit and hypothesis testing with the assistance of SPSS 20.0 and AMOS (SEM) 22.0. Reliability coefficients, means and standard deviations for the variables under study are shown in Table 2. Cronbach's alpha for every one of the scales is in acceptable limits ( $> 0.7$ ) (Nunnally, 1978).

#### Reliability Test

Table: 1. Case Processing Summary

		N	%
Cases	Valid	270	100.0
	Excluded	0	.0
	Total	270	100.0

a. List wise deletion based on all variables in the procedure.

Table: 2. Reliability Statistics

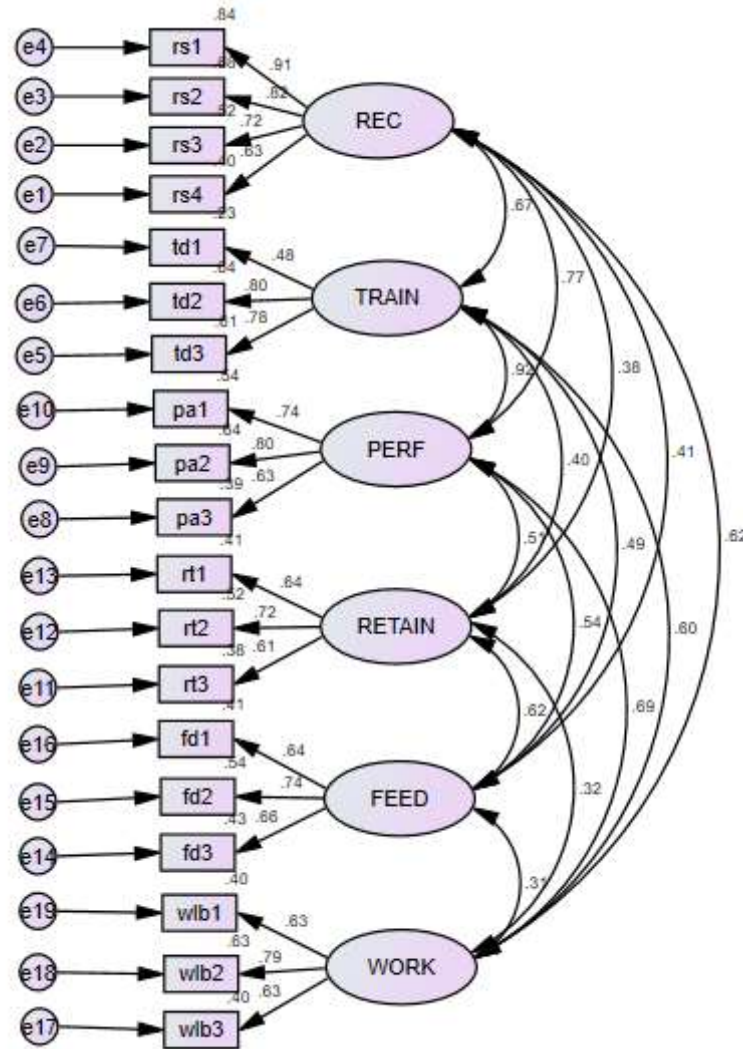
Cronbach's Alpha	N of Items
0.918	24

The internal consistency of the questionnaire of 24 questions with a value of the Cronbach's Alpha is 0.918, which shows that data is 91.8 per cent reliable.

#### Confirmatory Factor Analysis of Human Resource Practices

The measures adopted to study the HRM practices have already been validated by other researchers as mentioned earlier. So, we have only conducted a confirmatory factor analysis in order to establish the valid factor structure of Human Resource practices. The proposed six-factor model (see Figure 1) was found to fit the research study. The model with a chi-square of 462.909,  $df = 137$  CFI = 0.858, TLI = 0.823, AIC = 606.909, RMSEA = 0.073. Good fit values that are generally acceptable for CFI and TLI should be near to 0.95 and for RMSEA should be less than 0.08 (Hair et al., 2010).

**Figure 1: AMOS output of the measurement model or CFA –Standardized**



**Selected Variables Expansion**

REC (Recruitment & Selection), TRAIN (Training & Selection), PERF (Performance Appraisal), RETAIN (Retention Management), FEED (Employee Feedback) and WORK (Work-Life-Balance).

Table 3. Confirmatory Factor Analysis of Alternative Models

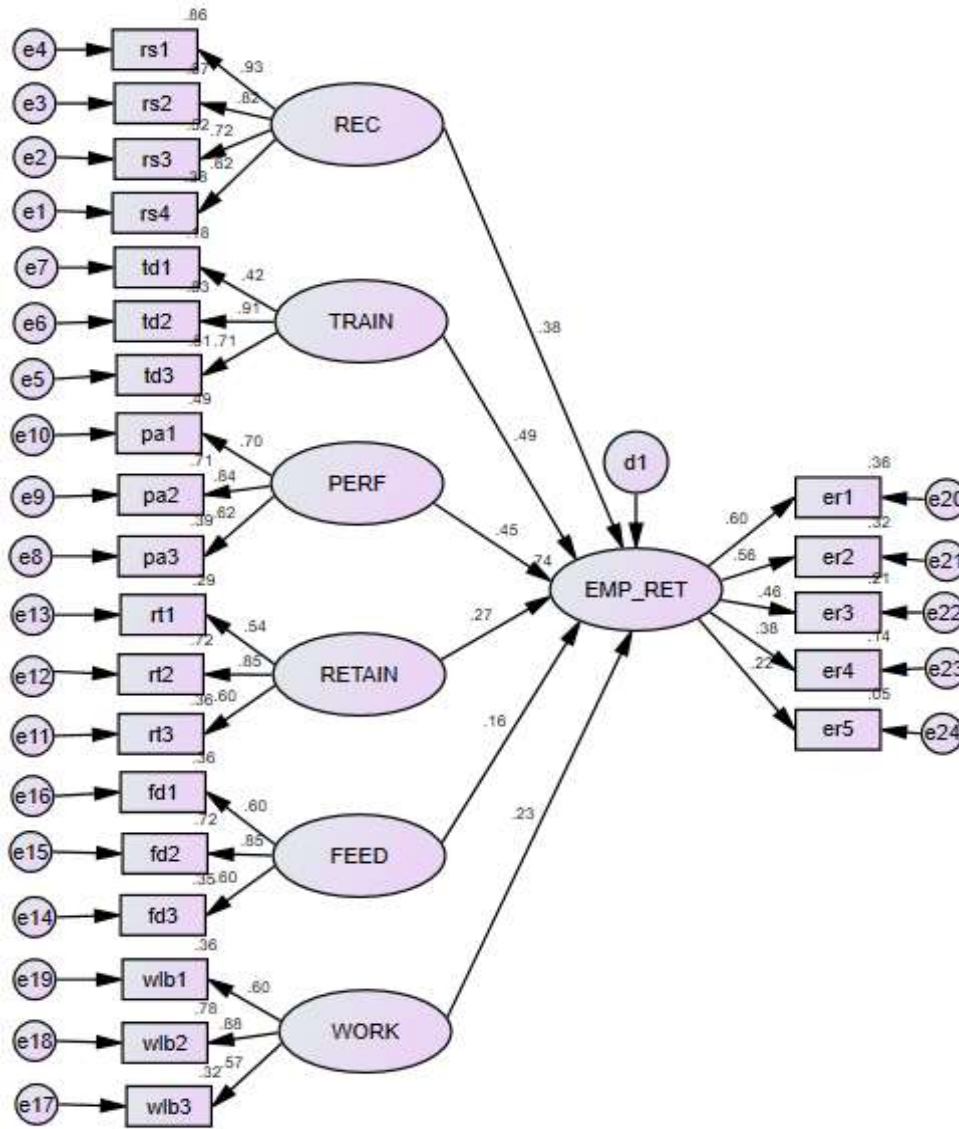
Model	$\chi^2$	Df	$\chi^2/Df$	TLI	CFI	RMSEA
Six-Factor Model	462.909	137	3.422	.823	.858	.093

Human resource practices (recruitment & selection, training & development, performance appraisal, retention management, employee feedback and work-life-balance). Figure 1 shows a significant inter-factor correlation between recruitment & selection and training & development at a significant level ( $r = 0.67, p < 0.05$ ), recruitment & selection and performance appraisal ( $r = 0.77, p < 0.05$ ), recruitment & selection and retention management ( $r = 0.38, p < 0.05$ ), recruitment & selection and employee feedback ( $r = 0.41, p < 0.05$ ) and recruitment & selection and work-life-balance ( $r = 0.62, p < 0.05$ ), training & development and performance appraisal ( $r = 0.92, p < 0.05$ ), training & development and retention management ( $r = 0.40, p < 0.05$ ), Training & development and employee feedback ( $r = 0.49, p < 0.05$ ), Training & development and Work-life balance ( $r = 0.60, p < 0.05$ ) and performance appraisal and retention management ( $r = 0.51, p < 0.05$ ), performance appraisal and employee

feedback ( $r = 0.54, p < 0.05$ ), performance appraisal and work-life-balance ( $r = 0.69, p < 0.05$ ) and retention management and employee feedback ( $r = 0.62, p < 0.05$ ), retention management and work-life-balance ( $r = 0.32, p < 0.05$ ) and employee feedback and work-life-balance ( $r = 0.31, p < 0.05$ ). The result of the confirmatory factor analysis of alternative models is displayed in Table 3.

**Multiple Linear Regression**

In order to test hypothesis 1, we performed a regression analysis. In the regression analysis technique, we have regressed six human resource practices on employee retention.



**Figure: 2.** A Structural Equation Model showing impact of Human Resource Practices on Employee Retention.

**Structural Model Fit Estimation**

Figure 2 indicates the standardized path regression coefficients and the relationship between unobserved and observed variables with respect to the path diagram. Structural model Fit Indices:



Table: 4. Structural Model Fit Estimation

Indices	Recommended Value	Model Fit Indices
CMIN/Df	< 3	2.185
p-value	≥ 0.05	0.000
GFI	≥ 0.90	1.000
AGFI	≥ 0.80	0.914
NFI	≥ 0.90	1.000
CFI	≥ 0.90	1.000
RMSEA	≤ 0.08	0.023
P Close	≥ 0.05	0.000

The structural model fit is checked based on CMIN/Df, p-value, Goodness of Fit (GFI), Adjusted Goodness of Fit (AGFI), NFI, Comparative Fit Index (CFI), Root Mean square of approximation (RMSEA) and P Close. The Model fit indices for the constructs have been found and the summary of the result is shown in the above table where the obtained Model fit indices are compared with the recommended value. We have not considered the actual chi square value as the chances of model rejection will be high when the sample size increases. Hence we have divided the chi square value with the degrees of freedom so that we can overcome the sample size issue. The result of chi square value divided by the degrees of freedom is shown in the table as 2.185 which is below than the acceptable limit 3. The obtained p-value is 0.00 which is less than the recommended value. The obtained GFI value is 1.000 which is above the recommended value of 0.9. The obtained AGFI value is 0.914 which is above the recommended value of 0.8. The obtained NFI value is 1.000 which is greater than the recommended value of 0.90. The obtained CFI value is 1.000 which is greater than the recommended value of 0.90. The obtained RMSEA value is 0.023 which is lesser than the recommended value of 0.08. The obtained P-close value is 0.000 which is lesser to the recommended value of 0.05. Hence we can find the overall model fit indices are within the acceptable recommended values as proposed by the researchers, so we can conclude that the hypothesized model fits with the sample data. All the 24 parameters have met all the other recommended value to verify fitness of the Model. Hence we can conclude that the Model is perfectly fit.

**Ho1: There is no significant relationship between employee opined key attributes of HR practices on employee retention.**

The regression weights of HR practices on employee retention is presented in Table 5.

Table: 5. Regression Coefficients of HR Practices on employee retention

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Remark	
	B	Std. Error	Beta				
1	(Constant)	.015	.203		.075	.941	
	Recruitment & Selection	.212	.051	.190	4.199	.000	Significant
	Training & Development	.144	.050	.165	2.876	.004	Significant
	Performance Appraisal	.233	.051	.268	4.585	.000	Significant
	Retention Management	.135	.042	.149	3.210	.001	Significant
	Employee Feedback	.108	.039	.127	2.770	.006	Significant

	Work-Life-Balance	.150	.041	.168	3.610	.000	Significant
<b>a. Dependent Variable:</b> Employee Retention							

## Discussion

Table 5. represents standardized regression coefficients which show the strength of impact and its positive/negative direction. It also comprises of t and significant values to validate the hypothesis framed to measure the significant impact of employee opined key attributes of HR Practices on the employee retention.

The multiple regression equation of this model is:

$$Y = 0.190 (\text{Recruitment \& Selection}) + 0.165 (\text{Training \& Selection}) \\ + 0.268 (\text{Performance Appraisal}) + 0.149 (\text{Retention Management}) \\ + 0.127 (\text{Employee Feedback}) + 0.168 (\text{Work – Life – Balance}) \\ + .015 (\text{Constant})$$

The study investigated the impact of key attributes of HR Practices on retention of the employees concluded that performance appraisal had the highest impact on the retention of the employees followed by recruitment & selection, training& development, retention management, employee feedback and work-life-balance.

## Suggestions

- Based on the 6 Human Resource factors identified to be having significant impact on the Retention, the retention strategies should have an appropriate mix of these factors that inspire the employees to conform their commitment and loyalty to the organization and thus increase the employee retention level in the organization.
- There should be a separate wing for Retention Management in organizations. The need is felt so much more in the wake of the Covid19 Pandemic situation that, the abnormal increase of the data flow has tremendously increased the opportunities in software industry. This raised the employee attrition and the need for an exclusive wing for planning and implementing appropriate retention management strategies. It not only facilitates the integrated implementation of various High Performance Work Practices, but will periodically evolve strategies for employee engagement, performance management, employee experience management, talent management, knowledge management, work life balance etc.
- As is observed form the multiple regression analysis, Performance Appraisal has a greater impact on the Retention followed by Recruitment & Selection, Work-life-balance, Training& Development, Retention Management and Employee Feedback. While devising the Retention strategies also prominence is to be given to these HR factors in the same order.
- Managers at every level should be sensitized on the importance of Retention and the factors influencing the Retention such that the managers would accordingly determine their daily interactions with their subordinates.
- Monetary Compensation is an interchange for the contribution of employee's efforts towards the organization. It is recommended that offering flexible salary structures, equitable salary, and variable pay based on performance might retain and attract IT professionals as they wisely estimate a comparable and fair salary with others.

- The leadership should concentrate on clear documentation, defining job roles, succession planning in the organization which develops the employee's intrinsic satisfaction, employee retention and loyalty. Systematization of all the activities influence the employee perception that there is equitable and fair management and leadership in the organization. Systematizing is consciously letting go of a few advantages. For the long term benefit, certain short term gains need to be sacrificed though they are more appealing and tempting for implementation. The management should resist them for, retention is a strategic decision.
- A progressive work atmosphere might be stimulated by supportive supervision, as mutual associations of respect between supervisors and employees would definitely influence the employee retention.

### **Conclusion**

The study investigated the impact of key attributes of HR practices on the retention in the IT industry concluded that performance had the highest impact on the retention of the employees' recruitment & selection, training & selection, retention management, employee feedback and followed by work-life-balance of employees.

### **Scope for Further Research**

Further research may be essential, with a greater sample, to encounter whether the current results hold similar for the employees who work in the night swings in IT industry. The study can be simulated in further sectors where absenteeism and attrition has become a mutual problem. BPO industry has nearby resemblances with that of IT industry with a similarly disturbing frequency of attrition. Similar revision can also be done in further sectors like infrastructure, hospitality, education, retail etc. to distinguish the employee retention levels.

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