

IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ISLAMIC INSTITUTION A STUDY OF DHACSS IQRA CAMPUS

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ABSTRACT

This research is aimed to evaluate the impact of Human Resource Management (HRM) practices on the Academic Staff Retention in DHACSS Iqra Campus. Research questionnaire is used for gathering primary data from the academic staff of DHACSS Iqra Campus. Being located in Phase VIII, Defence, Karachi it offers Qur'anic education along the modern education covering Hifz-ul-Quran since 2003. Face to face interviews were conducted with 30 respondents asking questions regarding the relationship of human resource management practices including compensation, organizational culture, employee empowerment and training and development program on employee retention. The research findings proposed that effective compensation can be the most important element for the employee retention whereas organizational culture and employee empowerment are declared to be important as well because the major challenge that teachers and academic staff have to suffer is improper work-life balance and stressing workload. But having supporting culture and appropriate employee empowerment make things easier and they prefer to stay with an organization which is offering these options in comparison to the others.

KEYWORDS: Human Resource, Impact of human resource, Management practices on Islamic Institution, DHACSS IQRA Campus.

Introduction

1.1 Background

Practices of human resource management are the means by which the human resources team can improve the leadership of the employees, found Bibi, Ahmad& Majid, (2018). As per the study of Chan, (2019) this is achieved through the process of creating comprehensive training programs and motivational strategies, such as designing structures to direct and support management in the execution of ongoing performance evaluations. However, according to Devi & Krishna, (2016) some of the common practices of HRM includes provision of empowerment to the employees or market competent compensations in order to increase overall motivation, or developing productive organizational culture to help employees grow and develop. These practices have their direct influence on the employees in different ways such as when the employees get the justified compensation and opportunities to grow, they tend to be more satisfied with their jobs and loyal to their employees; this ensure high retention rate(Azeez, 2017).

According to Chiekezie, Emejulu& Nwanneka, (2017) employee retention is a mechanism in which workers are allowed to continue with the company for a fixed amount of time or until the job is finished. Employee satisfaction is advantageous both to the company and to the employee. Aleem et al., (2018) provided that the

maintenance of a productive and inspired workforce is extremely important for the performance of the company. Low turnover of staff reduces wages and also has a negative effect on the productivity of the company (Chahal & Poonam, 2017).

Currently, in Pakistan the academic staff demonstrate extremely high rate of turnover which is one of the major challenges for the academic institutes (Abba, 2018). Considering this issue, under the light of above provided information regarding the impact of HRM practices on employee retention here, the focus of the study is on assessing the impact that some of the key HRM practices can have over the retention of academic staff. For that the educational institutes of Defense Housing Authority (DHA) are being focused among which the DHACSS Iqra Campus is concerned specifically. The DHACSS Iqra Campus is located in the Phase VIII, Defense, Karachi the one offering Qur'anic education as well along with the modern education covering Hifz-ul-Quran. Since 2003, it has been serving with the aim to deliver an outstanding learning environment offering an exclusive program complying high academic standard and strong prominence over character building as an opportunity to develop Islamic values.

Literature Review

1.2 Human Resource Management and Employee Retention

Human resource management is claimed to be the key for the success of any business, however, there are multiple activities and approaches which combined together to ensure the successful HR management. According to Devi& Krishna, (2016) it not only helps the company to succeed and get sustainable and competent position in the market, but it originally ensures that the workforce over which whole business is relying is as per the demand of the business. Adding more to this HRM practices are aimed to retain the right people with the company for the longest possible duration. As ROSE& Raja, (2016) assessed the role of the HR in the success of the business by focusing the research on the organizational commitment and job satisfaction so it is identified that both of these are important HRM practices. When the management ensure that the employees are satisfied with the work and the job, the chances of retention of the employee increases. In the same manner, ROSE& Raja, (2016) added that when the employees are having high commitment with the organization their retention is also ensured.

Azeez, (2017) supported the claim as his research over HRM practices and its connection with the employee retention provided similar outcomes. The research is based on the review of literature and so it is analyzed using the previously published researches that different HRM practices have different impact on the employees but eventually all of them are focused on ensuring that the right people are staying longer with the company. The research conducted by Kadiresan et al., (2016) also declare the same findings when the influence of HRM practices over employee retention is assessed using a case study.

Different companies have their own approaches and frameworks to act but HRM practices are always having the same impact, i.e. strong positive impact on the

employee retention. Singh& Satpathy, (2017) added to this, as they find strong relationship between HR practices and employee retention when they researched the two variables in altering environment of IT organizations. Their study declared that change of environment, factors, strategies or even industries, do not have any impact on the HRM practices and their outcomes. Krishna, Rao& Datta, (2019) further assessed effectiveness of HRM Practices with respect to Employee Retention using empirical study over a commercial bank and proves the claims to be accurate.

1.3 Employee Empowerment and Employee Retention

As it is mentioned that there are numbers of practices involved in the management of the human resource of any organization however, empowering the employees can be of great aid. As Sergio& Rylova, (2018) assessing the case of Volkswagen group explained that the Employee Empowerment is the degree of feeling enthusiastic about the jobs as well as the level to which the employees are committed to the company and bring discretionary energy into their jobs. Job engagement is not the same as employee retention but it influences the retention and it reveals how satisfied or pleased the workers are. Further Jha, (2019) discussing the determinants of employee retention presented a moderated mediation model where the abusive leadership as well as psychological empowerment are considered as the key elements which can help the management attain the employee retention.

Issa et al., (2019) confirms that employee retention can be considered as an important element for the agile project management. Employee retention is the corporate goal of maintaining skilled workers and decreasing attrition by promoting a supportive work environment that encourages commitment, demonstrates respect of staff and offers fair pay and benefits and a balanced work-life balance. On the other hand, Hanaysha, (2016) provided that employee training and teamwork can be beneficial as it ensures that employees are provided with a limited level of empowerment and authority to work for their jobs and so thus augment the organizational commitment.

The employees' needs are altering along with the other factors of the market; they prefer to be provided with some authorities so they can make their own job relevant decisions in the best interest of the company. Wadhwa& Madan, (2017) stated that this make them feel significant for the company which triggers their responsibility and loyalty. Thus, employee retention can be gained easily as Natrajan, Sanjeev& Singh, (2019) added that to achieve the desired level of job performance the management can use employee empowerment by the means of mediation of employee engagement. Further the systematic review by Pareek, Mohanty& Mangaraj, (2019) presented that when the employees are having strong engagement with the company then their chances of leaving company reduces whereas the communication and environment can be influencing element in this regard.

In the same manner, Saleem et al., (2019) presented the idea of enhancing the overall organizational performance as well as employee commitment towards the organization by the help of effective leadership and empowerment. It is identified that when the employees are having leadership which allow them to be free in their day to

day professional matters so they tend to perform better. Kundu& Gahlawat, (2016) supported the claim while discussing the benefits of employee retention on overall innovation performance.

1.4 Organizational Culture and Employee Retention

Another major factor is the organizational culture, described as a framework of common perceptions, principles and opinions that determines how people act in organizations by Kundu& Lata, (2017). Such common beliefs have a direct influence on individuals in the organization and determine how they behave, act and conduct their work. The employee retention is explained by the Ahammad et al., (2016) as the long term stay of any employee with the organization when he or she is feeling contented while working with the specific organization. However, Iqbal, Guohao& Akhtar, (2017) discussed the way in which the job organizational culture as well as the job salary and benefits can help the HR management to attain the job satisfaction affecting the employee retention ultimately.

Chan, (2019) added that when the employees are provided with whatever they want and need from the organization they are not willing to change the job. Therefore, the perceived organizational support can help the organization to attain employee retention. While as per the research of Steiner et al., (2020) among all the different reasons for staying with the same organization or employer can include organizational culture. They focused on assessing key organizational predictors of employee retention.

In the same manner, Shah& Asad, (2018) use motivation as an element to ensure employee retention while claiming that motivation is gained by the organization support and this ensure commitment towards work. Chahal& Poonam, (2017) declare that the organizational culture can be one of the major reasons to gain the retention of the employees. It is up to the organizational management that whether they are intended to have a supporting culture where the employees are empowered and provided with all the ease and respect, they deserve which make them satisfied and reduce the employee turnover rate or just let them go. Gordon, (2017) presenting the same idea discussed improved organizational citizenship with respect to employee retention and support the claims.

1.5 Compensation and Employee retention

According to Michael, Prince & Chacko, (2016) among all the other approaches and practices of HRM, the compensation is one of the most important elements which triggers the long term retention as when the people are being paid off well for their efforts they are not intended to leave the organization. On the other hand, this can be confirmed by the research findings of Khalid& Nawab, (2018) that most of the people who leave the organization and their current job is the lack of proper compensation or better paid job.

Furthermore, Syahreza et al., (2017) discussed compensation, employee performance, as well as employee retention (its role in the case is mediating) in order to determine that how these factors or HRM practices can influence the employees and aspects

related to them. Kossivi, Xu & Kalgora, (2016) clarify the claims by presenting their study outcomes on identifying the factors of employee retention. In this regard, Gangwani, Dubey & Dasgupta, (2016) stated that employees are a key resource of an organization. Their value to companies requires not only the need to recruit the best players, but also the need to keep them in the long run. However, Falk & Karamcheva, (2018) expanded the discussion over the elements related to the HRM affecting the employees' retention and provided that the factors like development opportunities and balance maintenance between the professional and personal life can be considered important aspects which influence the overall workforce.

Whereas adding more to this Chiekezie, Emejulu & Nwanneka, (2017) mentioned that the compensation plan and appropriate leadership or work environment are some of the major elements regarding which the employees are tend to be more conscious as they want good return from the place where they are spending most of the time of their day sacrificing many other things. Finally, the perspective of employees is also being presented in the same regard when Hantoft & Boman, (2017) presented their research using case study examining the motivational factors related to employee affecting their intention to stay with the company i.e. employee retention.

1.6 Training and development program and Employee retention

With reference to the study conducted by Fletcher, Alfes & Robinson, (2018) it is identified that training and development is essentially any effort to enhance existing or potential employee efficiency through improving the employee's ability to succeed by learning, typically through modifying the employee's personality or enhancing his or her skills and abilities. Whereas Jehanzeb et al., (2017) claimed that the training as well as career development activities and programs in the organization have positive and strong relationship with employee retention. Aleem et al., (2018) further supported the claim that training and development can be considered so powerful to influence the employee retention specifically in pharmaceutical organization.

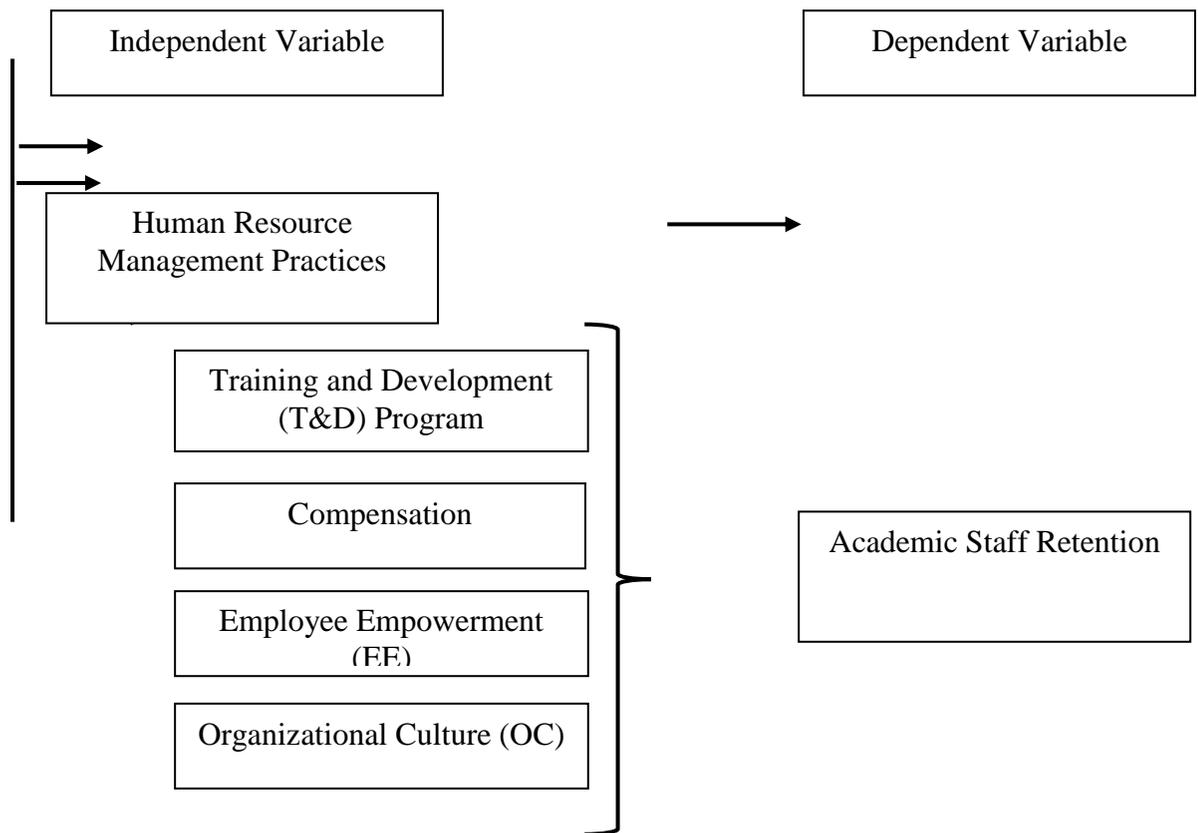
However, the research about the level of importance of training and development in an organization has not been assessed particularly for the Pakistani organizations. Apart from pharmaceutical companies, banks also demonstrate the importance of training and development in convincing the employees to stay longer with the company, said Abba, (2018). Whereas a practical model has been developed by Ma, Mayfield & Mayfield, (2018) focusing on employee retention and discussing job embeddedness into the procedures of HRM such as selection, recruitment, development, and training for the employees. The model provides number of easy-to-implement organizational practices declaring training and development as important aspects. Srivastava, Pandey & Mohanty, (2018) also represent positive relations between training and development and the retention of the employees claiming it to be a tool for the productivity and retention.

1.7 Employee Retention and Academic Staff

Considering all the details it is identified that employee retention is one of the most important target or objective for the human resource management as if the

management failed to retain the right people with the company they may lose a lot. While when it comes to academic staff, it is observed that the retention rate is very low due to multiple factors. As Bibi et al., (2017) mentioned that the compensation as well as promotional opportunities can have great influence over the on employee retention especially in academic institutions so it is identified that usually the educational institutes do not have appropriate compensation plans which triggers high turnover rate. On the other hand, Rono& Kiptum, (2017) also discussed some other factors which can influence the employee retention in the educational sector and so determine that it is important for the HR management to make sure that the employees are satisfied with the company and have proper compensation and development opportunities. Adding more to this, Bibi, Ahmad& Majid, (2018) specifically focus on the impact of training and development as well as employee empowerment for the assurance of the retention.

1.8 Theoretical Framework



Methodology

1.9 Research Design

The research is aimed to evaluate the impact of Human Resource Management (HRM) practices on the Academic Staff Retention. For that purpose, the quantitative research approach is applied in which the primary data is collected. Further, deductive approach is incorporated as the focus is on finding the solution to the research problem identified at the beginning of study. However, it is mono method research where only one method of research is applied i.e. qualitative research and primary data is collected. While the research is conducted in cross sectional time horizon where the interviews are conducted at one point of time and do not extended.

1.10 Data Collection and Analysis

Collecting the right data and then analyzing it in the right manner, affects the quality and reliability of the research. Therefore, there can be different tools and techniques to be used for the collection of the data. However, the choice is dependent on the approach and strategy selected for the respective research. Therefore, in this research for the collection of data considering the above mentioned research design, the qualitative approach has been applied. In this regard, face to face interviews are conducted for which the data collection tool is questionnaire. An open ended questionnaire comprises of 12 questions have been prepared and the face to face interviews have been organized with the concerned respondents. The responses were recorded in audio form and notes have been taken in written for the key points as well. All the questions are related to the research aim and respective variables so the relationship of employees' retention with the HRM Practices can be evaluated. The respondents are provided with the open and justified duration and chance to share their views and experiences regarding the topic.

1.11 Population and Sample

The research is focused on the academic staff for the assessment of influence that the HRM Practices can have over the employee retention. Therefore, the educational institutes of Defence Housing Authority (DHA) are being focused precisely, which include DHA College and School Systems. However, the research scope is limited, thus the population for the research is condensed to the DHACSS Iqra Campus, located in the Phase VIII, Defence, Karachi. The campus is selected explicitly though there are multiple schools and educational institutes in DHA; the DHACSS Iqra Campus is the one offering Qur'anic education as well along with the modern education covering Hifz-ul-Quran. Since 2003, it has been serving with the aim to deliver an outstanding learning environment offering an exclusive program complying high academic standard and strong prominence over character building as an opportunity to develop Islamic values.

However, since the research is based on the employees' retention, so the academic staff of the DHACSS Iqra Campus is considered as the respondents for this research. For the sake of sampling, random sampling approach is incorporated and 30 respondents have been selected to interview using the questionnaire. All the

respondents are participating in the research volunteering and they have been informed about the aim and purpose of the research. However, the anonymity has been assured.

Discussion and Findings

This research is based on assessing the impact that HRM Practices can have over the employee retention while in this regard, four main variables are considered including organizational culture, employee engagement, compensation and training & development programs. Conducting the interview of 30 teachers of DHACSS Iqra Campus using the open-ended questionnaire prepared focusing in the proposed hypothesis help in gathering primary data as following;

1.12 Human Resource Management Practices

Here the discussion is based over question one which is focused on identifying whether the respondents have any knowledge or understanding of the human resource management and its relevant practices or not. Further the assessment is aimed to determine the understanding regarding the impact these practices can have over the maintenance of the effective workforce in a school.

Almost everyone has brief information regarding HRM and its relevant practices. Respondents 1, 5, 9 and 15 claimed that they are not aware of the term while respondents 20, 21, 28, 16, 2, 3 and 10 used term of administration over HRM. Overall responses are in favor of the school mentioning that the DHACSS Iqra Campus is having proper systems and policies for the management. While some of them demonstrate dissatisfaction from the current situation and so to dig down deeper to the concerns the interview was proceeded to the next question.

1.13 Employee Retention in DHACSS Iqra Campus

This section covers questions two, three, four and five. The focus is on identifying the current position of employee retention in DHACSS Iqra Campus. The ones who demonstrate unawareness to the concept of HRM, failed to respond to the next question but recorded their responses for the other questions regarding the best and worst thing about DHACSS Iqra Campus.

On the basis of the responses of the rest of staff, it is identified that according to some senior teachers, long-term retention is claimed to have positive outcomes for the educational system. They shared their experiences and provided the insight that when teachers quickly switch their jobs, both the teacher and students suffer badly. The teacher failed to gain appropriate experience and learn the right approaches while students get disturbed as their teacher changes again and again and every new one has their own way of teacher. Respondents added that their management ensure that every teacher should work as long as possible with the school and firing or frequent switching is avoided using tactics like one year contracts and holding salaries for first one or two months which will be offered once the teacher completed a year with the school. Talking about the best thing about DHACSS Iqra Campus, most of the staff claimed that they get well-established systems and high standard environment to teacher which is not available in other Islamic schools and institutes, especially

religious ones (Madrassa). While considering the worst thing of DHACSS Iqra Campus, mostly mention the behavior of parents towards their children as well as compensation structure of the school. They justify their claims by stating that other businesses and organizations offer multiple opportunities for their staff as well as offer different benefits however, not even a single school in Karachi is adapting such a salary and compensation structure. Thus, teaching despite of being the most respectful and essential profession of the world, is the least paid and valued sector of Pakistan. When they are asked to share their satisfaction level with DHACSS Iqra Campus so almost everyone state high level of satisfaction and supportive culture, well-established and organized systems and being at reputable position is claimed to be the major causes.

1.14 Compensation and Employee Retention

This section covers question six which ask about the compensation offered to the academic staff of DHACSS Iqra Campus. As mentioned earlier, some of the staff members complaint about the structure however, every respondent claim that they will love to stay longer with DHACSS Iqra Campus if they increase the payment and compensation for them. While some of them mentioned some other concerns like supportive administrative staff being the cause of their long-term services for DHACSS Iqra Campus.

1.15 Organizational Culture and Employee Retention

This section covers question seven and eight which focus on analyzing the culture of DHACSS Iqra Campus in managerial and employment context. Respondents praised the culture of DHACSS Iqra Campus and stated that management and administration is excellent in DHACSS Iqra Campus. Discussing the pros and cons, respondents claim that the administrative staff is extremely supportive and all the colleagues are also sympathetic to each other and to the authorities. They mentioned that management organize different meetings and get-togethers where they get the chance to meet and understand each other and gel up with the environment. Strong professional connections are maintained in DHACSS Iqra Campus while communication is the key to these aspects. Respondents assured the motivational behavior of the authorities especially for the senior teachers who worked and invested a lot for the DHACSS Iqra Campus.

1.16 Training & Development and Employee Retention

This section covers question nine which is focused on analyzing T&D programs of DHACSS Iqra Campus. Academic staff of DHACSS Iqra Campus claimed to have strong approach of not only delivering learning and education for the students but for the teachers as well. Respondents provided that in order to constantly improve the overall standards of education, management frequently organize different development and training programs. These programs are for polishing the teaching and management skills mostly. Respondents alsomentioned that they can share their issues and challenges with the authorities as a recommendation for the further programs in this regard.

1.17 Employee Engagement and Employee Retention

Here question ten and eleven are evaluated which are for the assessment of employee engagement in DHACSS Iqra Campus for the employee retention. All the employees provided that the administration is always encourage for the innovation and creative way of teaching over traditional approaches. Different experiences were discussed like respondent 19 stated that she proposed the idea of using digital technology to teach the students about Islamic history and so DHACSS Iqra Campus encourage her for the initiative. DHACSS Iqra Campus also has the practice of sharing their ideas with the staff and educational policies are always being prepared with the consent of teachers as they have better insight of the current situation of students and their learning capabilities.

1.18 Feedback and Suggestions

Finally, the last question is asking for the recommendation from the teachers and so the most common one is related to the improvement on the parents' side and for the compensation structure. They suggested that DHACSS Iqra Campus should arrange some parent teacher meetings and sessions where teachers or may be external influencers can deliver lectures about importance of education, parents' responsibilities and teachers' role while discussing the way in which both parties can collaborate to raise a well-educated person.

On the basis of all these assessments it is identified that the above mentioned variables are being appropriately valued by DHACSS Iqra Campus as well as the responses claimed that they have direct, strong and positive influence on the retention. However, from the responses it can also be interpreted that DHACSS Iqra Campus is doing great effort to ensure their employees' retention by applying the above four mentioned and some other aspects as well. Academic staff of DHACSS Iqra Campus demonstrate high level of job satisfaction and thus claim not to leave the organization unless they get a better opportunity in terms of financial benefits.

Conclusion and Recommendation

On the basis of the detailed analysis of the responses collected from the interviews conducted it is provided that the employee retention is one of the major challenges for the DHACSS Iqra Campus. School hardly get the right teacher with the appropriate set of skills and qualifications but due to improper human resource management practices and policies they tend to left the DHACSS Iqra Campus quickly. Most of the respondents claim that they feel that the compensation offered to them in DHACSS Iqra Campus is very less as compared to the effort demanded by the administrative authorities. While the further results concluded that among all the four concerned HRM practices, the compensation is one of the major issues highlighted by the academic staff of DHACSS Iqra Campus. Whereas in addition to this, employee engagement and organizational culture are claimed to be the next important aspects which can support the management in maintaining employee retention rate.

On the basis of these findings, it is recommended that the administrative authorities of DHACSS Iqra Campus needs to restructure their payment and compensation policies

and structures. Whereas in addition to this they have to ensure that the teachers and academic staff is being provided with a supportive environment where they can be creative and make their own decisions taking some productive and estimated risks for the betterment of the students. Considering the unique and complex educational environment where modern and Islamic education is being combined DHACSS Iqra Campus is also recommended to take initiative to provide special training and development opportunities to the teachers so they can mold themselves as per the school's requirement and environment.

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