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**A STUDY ON THE RELATION AMONG WORK RELATIONSHIP, RECEIVING SERVICES, AND EMPLOYEE RETENTION**

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**ABSTRACT**

Human resource is considered as one of the most important factors that help to develop organization's goals and improve its productivity. Therefore, the improvement of performance and development of human resource are necessities for organizations and the performance management is a means of having access to this purpose. The present paper studies the relation among work relationship, receiving services, and employee retention. The statistical population of the research refers to the registry of Fars province. There are 597 members in the statistical population. Morgan table is used to determine the sample size and also library method and field study are used to collect data. In order to assess reliability of the measurement tools, Cronbach's alpha is used. The data is analyzed by SPSS. The research results show that there is a significant relation between group learning and human capital. Moreover, the research findings show that there is a significant relation between work relationship and employee retention.

**Keywords:** Human Resource, Organization, Work Relationship, Receiving Services, Employee Retention

**INTRODUCTION**

The intelligent and responsible employees are they are recognized, they will cause the the valuable capital of the organizations. If vividness of the organization. However, if

they are ignored by the organization, they will gradually lose their capabilities [1]. Knowledgeable, effective, and qualified human resource is a fundamental competitive advantage and also a rare resource for reaching organizations' goals and strategies [2].

Representing high quality services, reduction of costs, innovation and creativity, and the increase of competitiveness are the advantages of knowledge-based and qualified human resource [3]. Therefore, various factors play an important role in attraction and retention of knowledge-based and effective human resource to reach the organization's goals [4]. The systems of human resource information for human attraction planning are considered as part of the duties of human resource management. They have a considerable effect on other managerial activities [5]. If the efficient planning is used to attract qualified individuals to the organization, the use of a systematic and scientific method of human resource planning will address many of the managerial problems of the organization [6].

Cost reduction, continuous training of employees, adapting oneself with the environmental evolution and the up-to-date technology are the advantages of having an effective and efficient planning for the human

resource [7]. Furthermore, improving productivity could be as effective as planning for the system of human resource information in order to attract the qualified human resource [8].

Generally, human capital has no limitations regarding the issue of productivity. The productivity of human's thoughts is needed for the organizational productivity. If the human capital is developed and applied well, the effective organizational productivity will be guaranteed. Therefore, productivity should be improved [9].

The cycle of productivity improvement management makes productivity possible as a process of productivity improvement. The productivity brings about the growth and development of the organization and it leads to the improvement of different organizational units. One of the factors that cause sustainable productivity in the notion of knowledge-based human capital refers to the adaptability of the employees with the relevant jobs and activities [10].

Today, human resource is the most valuable factor of production and the most important capital of any organization, because it is the human capabilities of the organization. Human resource management consists of all managerial decisions and acts that affect the relation between an organization and its

employees or human resource [11]. Human resource management has a specific importance in the organization. It informs the employees of the organization managers' expectations and vice versa [12].

In fact, the nature of human resource management needs its cooperation with many of the managers and individuals who are responsible for observing, controlling, and organizing the human resource. Moreover, many of the environmental and organizational changes have helped the development of human resource and employees' affairs management. The changes have made it necessary for the human resource management planning to be inclusive, proper, and up to date [13].

Organizing affairs for attracting and distributing human resource, human resource development, and human resource retention have a considerable effect on the increase of service quality. Observing and assessing such activities make the managers aware of the human resource needs of the organization, organizational culture, and organizational attitude, therefore, the recognition of the required activities for improving quality of services and reducing costs would be possible [14].

Any organization needs micro and macro planning and strategies for its development.

The role of human resource in such strategies is significantly important as the main source of the organization. In other words, human resource is the real capital of an organization and there is a direct relation between human capital and productivity of the organization. Consequently, effective management of the human resource is necessary for reaching the organization's goals [15].

Today, many of the organizations know that human resource retention is an important organizational issue; therefore, they make plans for it and pay high costs related to it. One of the duties of human resource management in organizations is the retention of capable employees [16].

Since employee retention completes other processes associated with the human resource management, the operation of finding capable employees, choosing them, employing them, and improving their abilities will be useless without paying enough attention to the issue of employee retention [17].

Previously, human was not considered as an important organizational resource and the needed strategies for employee retention was less considered, however, today organizations are aware of the role of human as the most fundamental resource of the organization [18].

Regarding Islam, human is the successor of God on earth and he has a high position. Therefore, maintaining human resource is considered as the fundamental strategy of the organizations. When the human retention is discussed, its different and complicated aspects are considered including emotional, rational, mental, and physical characteristics that manifest two material and spiritual forces in humans [19].

Human resource is a factor that determines the success of an organization; however, it could also be problematic. Turnover and labor mobility are the problems that cause loss for the organization. Therefore, the process of retention of human resource will be very important. Many of the managers try to maintain the tendency to stay in the organization. They believe that staying at the organization brings about many advantages for the organization [20].

The first advantage of the tendency to remain in the organization is that if a group of experienced employees gather together in an organization, they will be the greatest wealth of the organization. However, if they do not tend to remain at the organization, they will leave the organization just as soon as they find a better job with more promotions. The second advantage of the tendency to remain at the organization is that an intimate

environment will be provided in the organization. In such an environment, people will gradually get familiar with one another and they can group works better. According to the above issues, the process of retention of human resource is significantly important for any organization. In other words, the organization should pay attention to the points that its employees do not leave the organization as a result of having job satisfaction or its friendly environment. There are many differences between the two categorizations of remaining at an organization [21].

The result of Zamanifar's research (2008) shows the difference between the knowledge-based employees' opinions and their managers' opinions on the effect of considered factors. The employees consider variables of public education, independence, social support, and payment as their priorities, while the managers put emphasis on job satisfaction, payment, social support, and justice [22].

Mir Baqeri considers studies done by Horits *et al.*, 2006, in Singapore (Asia) and in South Africa (Africa) in order to show that using strategies of paying salary and proper rewards are the effective strategies of Singapore organizations in order to maintain their knowledge-based employees. However,

applying these strategies is less efficient for the African organizations. It seems that the difference is rooted in the nature of labor market, social and economic aspects, and national and organizational culture in two countries. These factors have a determining effect on designing and performing human activities. In fact, there are cultural differences between South Africa and Singapore [23].

### METHODOLOGY

The statistical population of the research consists of the registry of Fars province. There are 597 members in the population. Morgan table of the research is used to determine sample size of the research. In order to collect data, library method and field method have been used. In this research, a researcher has gathered the required data via a questionnaire. Likert spectrum is also used to measure the questionnaire. The content-validity method has been used to assess the validity of the research. The content of the questionnaire has been confirmed by the supervisors and after being reformed, the questionnaire has been distributed to the respondents. In order to assess reliability of the research, Cronbach's alpha has been used. The credit of the questionnaire related to the operational tasks of the human resource management 82%, and the retention of human

resource 85% have been determined based on a preliminary study and it shows high-reliability of the study. The data is analyzed by SPSS at descriptive level (frequency, mean, standard deviation) and inferential level (Cronbach's alpha, Pearson's correlation coefficient, test of regression).

### RESULTS

According to **Table 1**, the maximum frequency belongs to 53 members at the age of 36-40, while the minimum frequency belongs to 17 members over 51 years.

According to **Table 2**, the maximum frequency belongs to 105 male coworkers, while the minimum frequency belongs to 93 female workers.

According to **Table 3**, the maximum frequency with 25 members and 22.3 percent belongs to the job experience lasted for 21-25 years, while the minimum frequency belongs to 6 members and 5.4 percent with the job experience of 1-5 years.

It seems that there is a relation between receiving proper services and the retention of employees.

$H_1$ : there is a relation between receiving proper services and the retention of employees.

$H_0$ : there is not a relation between receiving proper services and the retention of employees.

The results of test of Pearson's correlation coefficient are presented as follows:

Results of test of Pearson's correlation coefficient show that there is a relation between receiving proper services and retention of employees. There is a positive and significant correlation between these two variables at error level of 0.05. The obtained coefficient equals 0.248. Therefore,  $H_0$  is rejected and  $H_1$  is conformed. In other words, there is a significant relation between receiving proper services and retention of employees.

- It seems that there is a relation between work relationship and the retention of employees.

$H_1$ : there is a relation between work relationship and the retention of employees.

$H_0$ : there is not a relation between work relationship and the retention of employees.

The results of test of Pearson's correlation coefficient are presented as follows:

Results of test of Pearson's correlation coefficient show that there is a relation between work relationship and the retention of employees. There is a positive and significant correlation between these two variables at error level of 0.05. The obtained coefficient equals 0.480. Therefore,  $H_0$  is rejected and  $H_1$  is conformed. In other words, there is a significant relation between work relationship and the retention of employees.

According to **Table 6**, the work relationship from employees' perspective is the strongest predictor of retention of employees.

**Table 1: Frequency Distribution of Respondents' Age**

Age	Frequency	Percent
25-30	24	12.12
31-35	43	21.71
36-40	53	28.04
41-45	38	19.19
46-50	23	11.61
Over 51	17	8.58
Total	198	100

**Table 2: Frequency Distribution of Gender**

Gender	Frequency	Percent
Male	105	53.03
Female	93	46.96
Total	198	100

**Table 3: Frequency Distribution of Job Experience**

Job experience (years)	Frequency	Percent
1-5	16	8.08
6-10	38	19.19
11-15	36	18.18

16-20	44	22.22
21-25	30	15.15
More than 25	34	17.17
Total	198	100

**Table 4: Results of Test of Pearson's Correlation Coefficient Related to Receiving Proper Services and Retention of Employees**

Independent variable	Dependent variable	Significance	Level of error	Correlation coefficient
Receiving services	Retention of employees	0.001	0.05	0.248

**Table 5: Results of Test of Pearson's Correlation Coefficient Related to Work Relationship and the Retention of Employees**

Independent variable	Dependent variable	Significance	Level of error	Correlation coefficient
Work relationship	Retention of employees	0.000	0.05	0.480

**Table 6: Results of Test of Regression and Significance of Factors**

Model	Non-standard coefficients		Standard coefficients	Test statistic	Level of significance
	$\beta$	standard error	$\beta$		
Fixed value	1.079	.267		4.039	.000
Receiving services	-.019	.073	-.021	-.265	.791
Work relationship	.730	.053	.705	13.743	.000

## DISCUSSION AND RESULTS

The results related to the first hypothesis show that there is a significant relation between receiving services and retention of employees. There are four main functions in the human resource management of all of the organizations. The functions consist of selection, performance assessment, human resource development, and reward. The fact is that all of the organizations take advantage of these functions in order to reach a certain point. Moreover, some of them take advantage of the functions regarding their strategy of development. The organizations

need to respond to their environment, therefore, they need to have a clear strategy. The reward system refers to activities via which the organization evaluates individuals' affairs in order to give them financial and non-financial rewards directly or indirectly regarding the legal terms and financial capability.

The results related to the second hypothesis show that there is a significant relation between work relationship and retention of employees. The results of the present paper are in accordance with the results of studies done by Lord and Frington. According to

their study, progression, job security, and relations with the supervisor are significantly important for the younger employees. Moreover, the younger knowledge-based employees work to provide the essential commodities and security for their families and themselves [24].

Also, the results of the present paper are in accordance with results of a study done by Rezaeimaneh. The results of Rezaeimaneh's study (2009) shows that from respondents' perspective, the salary and rewards are the most important factors among the effective factors presented in the research hypotheses. The second factor known as the most influential factor for obtaining families' satisfaction in the town of Jam is presence of appropriate facilities for families at their living place. Job status of employees' spouses and their children's job status are also the next priorities. Moreover, none of the characteristics of the statistical population affects the individuals' responding to the questions. In other words, their opinions are mostly similar in majority of fields [25].

## CONCLUSION

An organization needs micro and macro plans and strategies for its progress and development. The role of human resource in the strategies has a significant importance as the main resource of the organization. In other

words, human resource is the real wealth of an organization. there is a direct relation between human capital and efficiency in the organizations. Therefore the effective management of human resource is needed in order to reach the organization's goals. Findings related to the first hypothesis shows that there is a significant relation between receiving services and retention of employees, moreover, findings related to the second hypothesis shows that there is a significant relation between the work relationship and retention of employees.

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