



**International Journal of Biology, Pharmacy  
and Allied Sciences (IJBPAS)**

*'A Bridge Between Laboratory and Reader'*

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**A SURVEY ON THE RELATIONSHIP BETWEEN WORKFORCE  
PROCUREMENT PRACTICES, WORKFORCE EDUCATION WITH EMPLOYEE  
RETENTION**

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**ABSTRACT**

Today retain qualified employees is the major organizational problem. If a problem resolved, then would lead to more profitability and effectiveness in organization. On the other hand, losing employees costs high for organization. This study intends to investigate the relationship between Workforce procurement practices, Workforce education with employee retention. The statistical population consists of the organization of Documents and estates registration-Fars province, including 597 individuals. In this study, Morgan table has been used to determine sample size. To collect data, library and field methods were used. To measure validity of measurement instruments in this study, content validity method has been used.

**Keywords: Workforce Procurement Practices, Workforce Education with Employee Retention, Human Resource Management**

**INTRODUCTION**

Increasing changes in today's world have caused no linear movements, and definitely future does not go the way was available to past. In other words, experiences can learn next generations that behaviors and events be predictable [1]. One of the most

challenging areas in today's communities is the topic of management and how management engages in institutions and organizations is a topic of interest in most of academic conferences among scholars [2]. Since, infrastructure to resolve problems

and barriers to growth of organizations is not possible with time consuming and high cost changes, managers address thinking about the most easiest and best approaches for growth and development of their organizations. Areas in Organizations likewise the social area continuously change and different measures supplying for management within organizations continuously go into decline. Most scholars attribute attention to organizational culture, harmony between human resources and internal and external dimensions included in strategic duties of human resources management [5].

#### **MATERIALS AND METHODS**

The more organization attracts qualified workforce and maintains them and also uses them effectively, achieving its goals concerning better act than its rivals would come to realize. Human Resource Maintenance System causes workforce decreases in a long term, added to productivity of organization [6]. Yet, in an organization with the best employment practices, the most qualified individuals are selected and get involved in organization. Thereby, different methods of evaluation and education lead to increasing development of skill and knowledge of employees, yet they might not be maintained during their work, and/or other organizations with better attractions cause

individuals especially experts easily leave the organization and go there, and as a result all efforts and costs on employment, education and providing equipment for workforce and investment on individuals would just go waste. In this regard, process of human resources maintenance is of importance [7].

#### **Maintain Qualified Personnel**

A study declares that Maintaining a qualified personnel is of organization's abilities and its methods, problems and acts have been investigated. A majority of managers declare that they are not well informed of how involvement by employees helps for their maintenance, adding that they have not experience an accurate method to recognize, maintain and focus on this group of employees [8]. Senior managers address reengineering within organizations so as to explore academic ways to maintain smart employees, and take step to recognize and maintain this group of employees concerning renovation of methods and approaches [9]. Furthermore, impact of cultural factors in inland and among countries on personnel's maintenance has been appeared as another issue which leads to maintenance of personel [10]. In a study, it was revealed that conditions on physical area of workplace will affect decision whether to maintain or leave the organization; however, managers in this

study compared to employees had less Dogmatism, and instead emphasized other factors as variables affecting maintenance and/or leaving the organization [11]. Karenschweizer concluded that if organization employs qualified employees and motivate them and not impose harder task to them and train them and also design a proper payment system for them compared to their rivals, maintenance of personnel will increase. However, this study has not known leaving organization and entering new employees inappropriate because some advantages can also come to realize [12].

HarkNess, James, andLee in findings of their study have indicated that the factors including job development and growth together with learning, interesting job, and sense of doing the job, being a member of a group, having good managers, appreciate all good deeds and other factors can be the most important reasons that maintain employees in an organization, and avoid their job abandonment [13].

Experiences of KNIGHT GARY J in enhancing sense of loyalty to organization have been regarded in an article. Reasonableworking hours, payfora comfortable life, good vacation, retirement benefits, Flexible working hoursfor parentsof youngemployees are the factors associated to employee loyalty [14].

### **System of Employee Retention**

System of Employee retention is conveyed to a part of human resource management that includes a set of aims, policies, strategies, administrative policies and subjective plans, and also includes operating and administrative actions like paying salary and revenue, holding different insurances, supply monetary facilities, supply health and medical services, set coming and going services, provide legal and family consultation, and hold academic ranks that all aimed to meet employees' efforts, enhance working life quality, meet common needs and persuade them to continue their cooperation with organization, and finally increase ties between organization and person [15].

### **Outcomes from Employees' Displacement**

Employees' displacement even in personal area or in organizational level will bring about numerous outcomes. Being informed of these outcomes can be a proper instrument for managers to maintain their employees and hire employees from other organizations. To examine outcomes from employees' displacement, it is required examining the costs that organizations pay during this process [16]. It should be noted that economic costs include the cost paid for hiring new employees, reducing productivity of organization by means of exit by efficient employees, lowering feeling of other members of organization,

and also losing some customers or contracts due to employees' displacement [17]. This phenomenon will bring about negative outcomes for individuals that include losing advantages in workplace, stresses to enter to new job, problems for displacement and family problems.

Yet, it should be noted that employees' displacement will also bring about positive outcomes even in organizational level or personal level, where exit by inefficient members from organization and replace them with proper employees can help for productivity within organization [18]. Finding more desired job position associated to abilities and interests of individuals, and in some cases higher revenues and finding more time to spend with family are mentioned as the positive outcomes for individuals coming from employees' displacement. To achieve a comprehensive model and avoid employees' displacement, there needs to have a full understanding towards predictive factors for this phenomenon. The most predictive factors for employees' displacement include: behaviors indicating job dissatisfaction, characteristics of job, commitment to organization, characteristics of organization and person's perceptions about job opportunities [19, 20]. According to what discussed above, this study intends to examine the relationship between

workforce procurement practices, Workforce education with employee retention.

## Methods

The statistical population consists of the organization of Documents and estates registration-Fars province, including 597 individuals. Morgan table has been used to determine sample size. To collect data, library and field methods were used. To measure validity of measurement instruments in this study, content validity method has been used. Data collection was prepared using a questionnaire that Likert scale has been used to measure the questionnaire. To measure validity of the measurement instruments, content validity method has been used. This is in a way that after providing content of questionnaire by Faculty advisors, views and attitudes of other professors in the field management were used and then questionnaires were distributed among respondents. To measure reliability of measurement instruments, Cronbach's alpha has been used.

Validity of questionnaire "operating duties of human resources management" and "maintenance of human resources" was estimated about 82% and 85%, indicating high reliability of measurement instruments. Data has been analyzed in two levels of descriptive including frequency, mean and

standard deviation, and inferential including Cronbach's alpha, Pearson correlation coefficient and regression test, using SPSS software.

## RESULTS

As shown in **Table 1**, the highest and lowest frequency relates to the age group 36-40 and elder than 51 years old, respectively.

As shown in **Table 2**, the highest and lowest frequency relates to male and female, respectively.

As shown in **Table 3**, the highest and lowest frequency relates to the work experience for 21-25 and 1-5 years, respectively.

First hypothesis: it seems that there is a significant relationship between workforce procurement practices and employee retention

H<sub>0</sub>: there is a significant relationship between workforce procurement practices and employee retention

H<sub>1</sub>: there is not a significant relationship between workforce procurement practices and employee retention

### Results from Pearson Correlation Test (Table 4)

Results from Pearson correlation test indicate the relationship between workforce procurement practices and employee retention, that a positive significant correlation exists between two variables at 0.05 error level, that the coefficient equals

to 0.435. Hence, H<sub>0</sub> was rejected and H<sub>1</sub> is confirmed, considering the fact that a significant relationship exists between workforce procurement practices and employee retention.

First hypothesis: it seems that there is a significant relationship between improving human resources and employee retention

H<sub>0</sub>: there is a significant relationship between improving human resources and employee retention

H<sub>1</sub>: there is not a significant relationship between improving human resources and employee retention

### Results from Pearson Correlation Test (Table 5)

Results from Pearson correlation test indicate the relationship between improving human resources and employee retention, that a positive significant correlation exists between two variables at 0.05 error level, that the coefficient equals to 0.773. hence, H<sub>0</sub> was rejected and H<sub>1</sub> is confirmed, considering the fact that a significant relationship exists between improving human resources and employee retention.

On the other hand, **Table 6** indicates workplace relations as the strongest predictive factor for employee retention, yet improving workforce is the poorest predictive factor for employee retention.

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

Age	Frequency	%
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
<b>Elder than 51 years old</b>	17	8.58
<b>Sum</b>	198	100

**Table 2: Frequency Distribution for Gender of Respondents**

Gender	Frequency	%
<b>Male</b>	105	53.03
<b>Female</b>	93	46.96
<b>Sum</b>	198	100

**Table 3: Frequency Distribution for Work Experience of Respondents**

work experience	Frequency	%
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
<b>Over 25</b>	34	17.17
<b>Sum</b>	198	100

**Table 4: Results from Pearson Correlation test Between Workforce Procurement Practices and Employee Retention**

Independent variable	Dependant variable	Significance level	Error value	Correlation coefficient
workforce procurement practices	employee retention	0.01	0.05	0.435

**Table 5: Results from Pearson Correlation Test Between Improving Human Resources and Employee Retention**

Independent variable	Dependant variable	Significance level	Error value	Correlation coefficient
improving human resources	employee retention	0.000	0.05	0.773

**Table 6: Results from Pearson Correlation Test and Significance of Factors**

Model	Non-Standardized coefficients		Standardized coefficients	f-statistics	Significance level
	B	Error			
Fixed value	1.079	.267		4.039	.000
improving human resources	.136	.067	0.147	2.039	.043
workforce procurement practices	.525	.082	0.456	6.413	.000

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## DISCUSSION

Findings of the first hypothesis indicated that a significant relationship exists between workforce procurement practices and employee retention. Organizations can use strategic duties of human resource management including finding employees, training, participation, evaluation of performance and rewarding so as to improve their performance [21]. Strategic duties of human resources play a major role in organization's performance [22]. Organizations face uncertainty and diversity in their workplace processes by improving their innovative activities. Under such circumstances, the organizations will need creative and flexible employees who could tolerate uncertainty [23]. Hence, organization required putting more emphasis on duties such as finding employees and employees' retention. Furthermore, paying attention to education courses facilitates exposure to a variety of knowledge and innovative ideas for employees [24]. Hence, it can state that strategic duties of human resources can be used to affect employees' behaviors and tendencies.

The results from study by Doaei *et al.*, 2012, indicated that organization's functioning can be improved by means of a proper implementation of duties in human resources management [25]. The results of

study by Skandari *et al.*, 2009, indicated that variable of motive to gain success with 34%, job satisfaction with 27%, Political and ideological tendencies with 25% and Disciplinary action with 21% can forecast changes at variable of employee retention. The variable of education among all demographic variables is the reason for difference in employees retention, and other demographic variables including age do not indicate degree of significant difference in employees' retention [26]. Findings of second hypothesis indicated that there is a significant relationship between improving workforce and employee retention. Human resources is conveyed as a real and true wealth within organization. There is a direct relationship between human capital and productivity within organizations. Hence, necessity to achieve aims of organization has been mentioned as having an effective control over these precious resources. Today, most organizations have recalled the topic of employee retention very important, that have not provided any plan for it. Indeed, employee retention is one of the fundamental missions of human resource management within organizations. Since all the actions for employee retention fulfill other actions and processes of human resource management, with a deep and proper action for operations including finding employees, employees' selection

and improvement in organization, yet regardless of a full attention to employee retention, the results would be fruitless. In the past, necessary instructions on human retention were drawn just little attention because human has not been considered as an organizational resource, yet human gradually has been considered as the leading resource within organizations. Further, human enjoys an important place in religion of Islam, thus human retention is conveyed the leading strategy within organizations.

The results of study by Mohsenianfar (2008) indicated that components of health programs, privilege programs, service programs and workplace standards among components of employee retention system affect employee retention and two components of security programs and programs for prevention of mental pressure do not affect employee retention [27].

Study by Zamanifar (2009) indicated that there is a difference between view of employees and managers on effect of factors including general instructions, independence, social support on employee retention. Managers focus on job satisfaction, social support and justice [28].

## **CONCLUSION**

Findings of the first hypothesis indicated that a significant relationship exists between workforce procurement practices and employee retention. Findings of the first

hypothesis indicated that a significant relationship exists between improving human resources and employee retention. Any organization requires strategy and micro and macro planning for success and progress. Place of workforce in these strategies enjoys a high importance as the leading resources within organization.

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