

# A RESEARCH ON HR PRACTICES INFLUENCING ORGANISATIONAL COMMITMENT LEADING TO RETENTION BASED ON EXPERIENCE

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**ABSTRACT**--A high degree of organisational loyalty is characterized by a deep appreciation of the ideals of the organisation and a desire to continue to work for the organisation. It is seen that high organisational commitment means identifying with the organisation employed. The willing to remain suggests that behavioural tendencies at this level are closely related to the affective dimension of commitment, where people stay because they want to. The objectives of this study are to identify the HR Practices influencing organisational commitment among bank managers of private banks in Chennai, understand the extent to which organisational commitment helps in retaining bank managers and investigate the association between experience of bank managers and their commitment towards work leading to employee retention. This study would also help employers to understand the ignored trivial needs of the employee. It would also help in understanding whether the focus of the employee is on job related practices or personal related practices from his own perspective and the perspective of family and wellbeing.

**Keywords**-- HR Practices, organisational commitment, retention of employees, experience

## I. INTRODUCTION

Organisational participation is a random mechanism that evolves by human attitude towards the organisation. The phase of growth can be defined using phases and degrees of organisational commitment. Organisational involvement evolves across processes such as enforcement, recognition, and internalisation. The growth of an organisation without doubt depends upon the level of commitment exhibited by its employees.

A high degree of organisational loyalty is characterized by a deep appreciation of the ideals of the organisation and a desire to continue to work for the organisation. It is seen that high organisational commitment means identifying with the organisation employed. The willing to remain suggests that behavioural tendencies at this level are closely related to the affective dimension of commitment, where people stay because they want to.

The intermediate degree of organisational commitment is defined by fair recognition of corporate objectives and principles and ability to make an attempt to work within the organisation. The level of commitment could either be high or low depending upon the inclination of the individual to desire to live is an acknowledgement of a personal obligation aligned with the loyalty normative aspect (Meyer & Allen, 1997). These employees prefer to continue working with their companies as far as they can go with it.

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## **II. NEED FOR THE STUDY**

Extremely dedicated workers should not abandon the company unless they are unhappy and prefer to take up demanding job practices (Meyer & Allen, 1997). Committed leaders are typically competitive and creative with the overall objective of performance participation and development (Morrow, 1993).

Organisational engagement is therefore considered as the main indicator of the attrition of workers, rather than the indicator of work satisfaction far more commonly used (Miller, 2003). Because employees operating in a continuous commitment dimension are calculating their stay, it would be deduced that such employees can stay away from work continuously when they feel they are doing so.

## **III. REVIEW OF LITERATURE**

The research was performed extensively on the effect of corporate engagement and work satisfaction on maintaining working workers. Any of the comments are Locke's (1969) that work satisfaction as a good mental feeling, the product of one's appraisal of one's working performance by comparing what he or she wants from his or her employment to what he or she really gets from it. According to Kanter (1998) it is believed to be the employee's attitude toward the job which hold him on to the organisation.

History, causes, and implications have been widely studied as the components of organisational engagement (Kochan & Dyer, 1993). Meyer and Allen (1997) observed that the organisational commitment consists of specific components as innate, lasting and involvement-regulating. Intuitive involvement demonstrates the aspects the person associates with the entity (identification, commitment, and emotional attachment) to. The intensity to which an employee believes that by being influenced by social norms one should be committed to an organisation is described as Regulating commitment.

The need for an individual to continue to work for the organisation on the basis of perceived departure-related costs called a permanent commitment (Allen and Meyer, 1990; Meyer and Allen, 1997).

Job satisfaction according to Meyer et al (2002), is viewed as a determinant of organisational engagement. The main difference between job satisfaction and organisational commitment is that job satisfaction is the responses an employee has to any job while organisational engagement can be defined as the emotional responses an employee has to his organisation. An employee cannot be dissatisfied with his work if he has a good feeling about the company, its principles and ambitions (Clark, & Tamara (2008).

## **IV. OBJECTIVES:**

- To identify the HR Practices influencing organisational commitment among bank managers of private banks in Chennai
- To understand the extent to which organisational commitment helps in retaining bank managers.
- To investigate the association between experience of bank managers and their commitment towards work leading to employee retention.

## V. RESEARCH METHODOLOGY

The research design of this study is descriptive as it is assumed to be most appropriate and was therefore adopted. We had to adopt a purposive sampling method of taking 125 individuals hailing from 10 different private banks in Chennai city. The tool used for collecting data was a structured questionnaire. The questionnaire is designed based on the definitions of employee engagement, organisational commitment and job satisfaction.

## VI. DATA ANALYSIS

**Table 1 : Mean and SD of Factors Influencing Organisational Commitment**

Variables	Mean	Std. Deviation
Job Description	13.49	4.99
Working Conditions	10.23	3.88
Interpersonal Relations	12.34	6.38
Compensation and other Benefits	10.20	5.47
Performance Appraisal	9.90	5.34
Career Management	12.53	5.30
Work Life Integration	13.75	5.83
<b>Overall Score of HR Practices</b>	<b>15.91</b>	<b>6.25</b>
Organisational Commitment	16.22	5.75
Talent Retention	17.84	5.88

The mean scores generated, show that work life integration is ranked the highest with a mean score of 25.75 with a standard deviation of 5.83, followed by interpersonal relations with a mean score 25.34, job description with a mean score 23.49, career management with a mean score of 22.53, working conditions with a mean score 20.23, compensation and other benefits with a mean score of 20.20 and performance appraisal with the lowest mean score 19.90 with a standard deviation of 5.34.

**Table 2 : Chi-Square Test for Association Between Experience in Present Organisation and Level of Agreement With Respect to The Factors Influencing Organisational Commitment**

Experience	Level of Score			Total	Chi-Square Value	P Value
	Low	Moderate	High			
Below 2	1 (1.1) (1.0)	49 (55.7) [23.4]	38 (43.2) [35.8]	88	71.428(a)	<0.001**
2 – 4	76 (26.5) [72.4]	153 (53.3) [73.2]	58 (20.2) [54.7]	287		
Above 4	28 (62.2)	7 (15.6)	10 (22.2)	45		

Experience	Level of Score			Total	Chi-Square Value	P Value
	Low	Moderate	High			
	[26.7]	93.3]	[9.4]			
<b>Total</b>	<b>105</b>	<b>209</b>	<b>106</b>	<b>420</b>		

P value being < 0.01, the null hypothesis is rejected with significance level being 1%. This proves that there is association between experience in present organisation and level of agreement with respect to the factors influencing organisational commitment. It is evident that majority of respondents with less than 4 years of experience have moderate level of agreement and majority of employees with an experience of more than 4 years in present organisation have low level of agreement.

**Table 3 : Chi-Square Test for Association Between Experience in Present Organisation and Level of Organisational Commitment**

Experience	Level of Organisational Commitment			Total	Chi-Square Value	P Value
	Low	Moderate	High			
Below 2	2 (2.3) [2.0]	48 (54.5) [22.5]	38 (43.2) [35.8]	88	52.490(a)	<0.001**
2 – 4	75 (26.1) [74.3]	151 (52.6) [70.9]	61 (21.3) [57.5]	287		
Above 4	24 (53.3) [23.8]	14 (31.1) [6.6]	7 (15.6) [6.6]	45		
<b>Total</b>	<b>101</b>	<b>213</b>	<b>106</b>	<b>420</b>		

P value being < 0.01, the null hypothesis is rejected with significance level being 1%. This proves that there is association between experience in years in present organisation and level of organisational commitment. It is obvious that majority of the employees with less than 4 years of experience in present organisation have moderate organisational commitment, but majority of respondents with more than 4 years of experience in present organisation have low commitment.

**Table 4 : Chi-Square Test for Association Between Experience in Present Organisation and Level of Talent Retention**

Experience	Level of Talent Retention			Total	Chi-Square Value	P Value
	Low	Moderate	High			

Below 2	2 (2.3) [1.7%]	42 (47.7) [21.9]	44 (50.0) [40.4]	88	83.092(a)	<0.001**
2 – 4	87 (30.3) [73.1]	145 (50.5) [75.5%]	55 (19.2) [50.5]	287		
Above 4	30 (66.7) [25.2]	5 (11.1) [2.6]	10 (22.2) [9.2]	45		
<b>Total</b>	<b>119</b>	<b>192</b>	<b>109</b>	<b>420</b>		

P value being < 0.01, the null hypothesis is rejected with significance level being 1%. This proves that there is association between experience in present organisation and level of talent retention. The table above suggests that majority of employees with below 2 years of experience in present organisation have high level of talent retention, majority of respondents with 2-4 years of experience in present organisation have moderate level of talent retention and majority of respondents with more than 4 years of experience in present organisation have low level of talent retention.

**Table 5 : Chi-Square Test for Association Between Level of Organisational Commitment and Level of Talent Retention**

Level of Organisational Commitment	Level of Talent Retention			Total	Chi-Square Value	P Value
	Low	Moderate	High			
Low	87 (86.1) [73.1]	13 (12.90) [6.8]	1 (1.0) [.9]	101	316.833(a)	<0.001**
Moderate	32 (15.0) [26.9]	145 (68.1) [75.5]	36 (16.9) [33.0]	213		
High	0 (.0) [.0]	34 (32.1) [17.7]	72 (67.9) [66.1]	106		
<b>Total</b>	<b>119</b>	<b>192</b>	<b>109</b>	<b>420</b>		

P value being less than 0.01, the null hypothesis is rejected at 1 percent level of significance. This proves that there is association between level of organisational commitment and level of talent retention. It is seen from the above table that majority of respondents with low level of organisational commitment have low level of talent retention, majority of respondents with moderate level of organisational commitment have moderate level of talent

retention and majority of respondents with high level of organisational commitment have high level of talent retention.

## VII. FINDINGS AND CONCLUSION

The outcome of this research shows the following interesting relationships such as employees tend to priorities among the satisfying Human Resource variables such as compensation and benefits, interpersonal relations, career management and work life integration which are basic to ensure that employees do not go away and a high retention ratio is maintained. This study would also help employers to understand the ignored trivial needs of the employee. It would also help in understanding whether the focus of the employee is on job related practices or personal related practices from his own perspective and the perspective of family and wellbeing.

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