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RUNNING HEAD: Understanding the role of HRM on employee productivity and impact of HRM practices on employee motivation and retention

**UNDERSTANDING THE ROLE OF HRM ON EMPLOYEE  
PRODUCTIVITY AND IMPACT OF HRM PRACTICES ON  
EMPLOYEE MOTIVATION AND RETENTION**

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## UNDERSTANDING THE ROLE OF HRM ON EMPLOYEE PRODUCTIVITY AND IMPACT OF HRM PRACTICES ON EMPLOYEE MOTIVATION AND RETENTION

### **Abstract**

The objective of the research is to establish a critical understanding of the role of human resource management in enhancing and maintaining employee productivity and performance within the internal infrastructure of a business organization. This paper will also shed relevant light on the impact of human resource management practices on employee motivation and retention which is valuable for the growth and development of business organizations. The key highlights of this paper will include a rationale of the study which basically will explore the reasons associated with the significance of conducting this research and highlight the background of the study which will make the structure of the study more compelling as well as comprehensive. Furthermore, the aims and objectives of the study will also be aligned with the topic of discussion to enhance the effectiveness and accuracy of the research. Moreover, the literature review chapter also aims towards understanding the theoretical point of view of the key concepts of the study. The theories of motivation will be explored in this segment of the study so that businesses can be benefited from employee performance and the role of HRM can be strengthened within the organization. The paper will also discuss the relevant factors that are associated with employee retention within the organization. Moreover, the primary data collection method will also be implemented apart from using the secondary data collection method. In association with this, the analysis of the survey responses will also be conducted in this paper and a theoretical conclusion will be drawn in association with understanding the extent of the viable interrelationship that has been established earlier in the study to test the validity of the research aims and objectives.

### **The rationale of the study**

Rationale of the study can be defined as the suitable justifications associated with the need of undertaking research on a particular topic of discussion. It also shares the reasons associated with the significance of the research along with mentioning the gaps in the research study in alignment with the topic of discussion (Vasileiou et al. 2018). In association with this research study, the key significance of the research is associated with understanding the role of human resource management in terms of maintaining and increasing employee productivity within the internal framework of the business organization. Understanding the role of HRM is very important as this department is one of the integral departments of the organization that not only looks after the welfare of all the employees but also works towards maintaining and increasing the overall performance of the company. Without the effective efforts of human

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resource management, the productivity of the organization can suffer massive drawbacks, and the profitability as well as the accessibility of the organization can also be at stake. This research paper is also significant in terms of highlighting the impact of human resource practices adopted by business organizations in association with employee motivation and retention. Employee motivation and retention are very important for the growth of the company as it helps in reducing the cost of hiring new employees as well as increasing the retention of talent within the workforce of the company. Understanding this is also very significant as it helps in evaluating the practices that can be undertaken to increase the motivation of the employees by aligning the personal motives of the employees with the professional expertise and ambitions of the company. Furthermore, the significance of the study can also be understood in evaluating the issues that human resource management encounters while addressing employee productivity, motivation, and retention within the organization. This paper is also significant as it helps in explaining and highlighting the suitable strategies that can be recommended to business organizations for increasing the efforts of the management towards increasing employee motivation, retention, and productivity within the organization. The key functions of human resource management also involves ensuring employees satisfaction within the job role they are serving in the company and HRM officials must ensure that monotony is not persistent as it can reduce the productivity of the employees and hamper the overall performance of the company. This helps in increasing the opportunities for the business to acquire competitive advantage and enhance the market presence evidently. Employee productivity can be defined as the assessment of effectiveness and efficiency of the workforce within the internal infrastructure of the business organization. One of the prolific gaps that can be identified in association with the development of the research study can be associated with including real life scenarios and evaluation of case studies of multinational business leaders in alignment with highlighting their efforts towards increasing employee productivity, motivation, and retention within the internal infrastructure of the company.

### **Research aims and objectives**

The aim of this study is to understand the role of HRM on employee productivity and highlight the impact of HRM practices on employee motivation and retention.

The following research objectives can be effective and feasible in association with this research study:

- To understand the role of HRM on employee productivity.

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- To highlight the impact of HRM practices on employee motivation and retention.
- To explore the issues in managing employee productivity, motivation, and retention.
- To evaluate suitable recommendations for increasing employee retention, motivation, and productivity.

### **Research questions**

The following research questions can be enlisted as suitable in alignment with this research study:

- What is the role of HRM on employee productivity?
- What are the impacts of HRM practices on employee motivation and retention?
- What are the issues of managing employee productivity, motivation, and retention?
- What suitable strategies can be recommended for increasing employee retention, motivation, and productivity?

### **Research Hypothesis**

The research hypothesis is as follows: -

- H<sub>0</sub>- HRM has a significant impact on employee productivity, motivation and performance
- H<sub>1</sub>- HRM has no significant impact on employee productivity, motivation and performance

### **Literature review**

#### **Role of HRM on employee productivity**

One of the key roles of HRM on employee productivity can be associated with providing the employees of the organization with effective training and skill development opportunities so that they can become more confident and enhance their performance and productivity (Iqbal et al. 2019). They also ensure the well-being of the employees within the organization and mitigating any issues or differences between the team members so that the decorum can be maintained and employees can collaborate and learn from each other which also helps in knowledge expansion. Employee benefits are also introduced and managed by the

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HRM so that employees are motivated to deliver better performance and this also increases the productivity of the workforce.

### **HRM practices associated with employee motivation**

Employee motivation can be of two names, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation can be defined as the drive to deliver productivity that comes from within; on the other hand, extrinsic motivation is the external factors that influences employees to deliver enhanced productivity. According to Bryson & White (2019), HRM of business organizations are associated with understanding the internal motives of the employees and aim towards incorporating them within the training and development programs so that the employees can feel valued and empowered within the organization as well as feel motivated to deliver better performance consistently. HRM is also associated with providing external support and additional benefits that can influence the employees to deliver better productivity and work with fuelled motivation. Lucrative and competitive salary and additional monetary incentives can be enlisted as one of the key practices of HRM for motivating employees. Other than that, social recognition, awards, rewards, and mental assurance also works in terms of motivating the employees to perform better.

### **HRM practices associated with employee retention**

One of the best practices that can be implemented by HRM for ensuring employee retention can be associated with gathering employee insights as this can help in understanding the strengths and weaknesses of the employees. Based on this, training can be provided for increasing the effectiveness of the employees and they can be given job roles according to their areas of interest and expertise. Providing ample opportunities for employee recognition also helps in increasing the retention rate of the employees within the organization. As opined by Krishna, Rao & Datta (2019), upgrading the compensation plan on a regular basis can also be effective in terms of increasing the employee retention rate within the company and this can help in increasing the overall productivity of the organization. Revisiting employee perks and benefits can also be effective in terms of retaining highly talented professionals within the workforce.

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### **Issues of managing employee retention, motivation, and productivity**

There are many challenges that the HRM has to encounter in association with managing employee retention within the organization. Some of the major issues can be highlighted as availability of better job opportunities in the market, increase in competition from other companies, and lack of appreciation or seriousness of the job requirements by the employees. However, hiring the wrong candidate and dissatisfaction with salary can also be viable reasons associated with issues in employee retention. This can increase the expenditure of the organization in formulating the recruitment and training process all over again which can also be an issue for the company. On the other hand, there are also many issues in association with managing employee motivation which also have negative effects on the employee productivity and overall performance of the organization. As mentioned by Kurdi & Alshurideh (2020), establishment of effective communication with employees can be an issue. Along with that, managing conflicts within the internal team can also demotivate the employees to work diligently within the organization and hamper the overall productivity of the organization. Apart from that, inability to create a positive and sustainable work environment can also cause demotivation within the employees to deliver their best performance towards the organization.

### **The implication of HRM practices on employee motivation and retention**

The HRM practices that have positive significance of employee retention can be enlisted as career development opportunities, regular recognition and reward, and maintaining the health and safety protocols for the welfare of the employees. On the other hand, performance appraisals, and training and development opportunities are some of the major HRM practices that have positive impact and significance on the employee motivation while working within the business organization. Other than that, some of the major employee retention programs introduced by the HRM of business organizations that have positive impacts can be enlisted as internal promotional opportunities, providing bonuses to the employees, improving workplace morale and infrastructure for providing support to the employees. According to Gope, Elia & Passiante (2018), HRM practices such as providing flexible working hours and opportunities also have a major positive impact on employee motivation as it helps the employees to maintain a work life balance and have a positive attitude towards delivering best performance and outcomes for the company. Moreover, inclusion of the employees in the decision-making processes of the company also have a positive impact in



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increasing the motivation of the employees as well as retaining them as they feel valued, appreciated, and included within the organizational structure of the company.

### **Literature gap**

Literature gap can be defined as the missing pieces of literature associated with the topic of discussion that if incorporated could have been able to add more value and meaning to the findings associated with the topic of discussion. In association with this research study, most of the elements and concepts associated with the topic of discussion have been well defined such as the role of HRM in employee productivity and understanding the impact of HRM practices associated with motivation and retention of employees. However, the theories of motivation were not expressed in the literature and the real-life examples of case study have also been missed out in this paper.

### **Summary**

After the completion of this segment, it can be summarized that the role of HRM in association with employee productivity has been incorporated. Moreover, HRM practices associated with employee retention as well as employee motivation has been identified and incorporated in this segment of the research study. Along with that, the issues in managing employee productivity, motivation, and retention are also discussed as well as highlighting the impact of HRM practices on employee retention and motivation has also been addressed in this segment of the research study.

## **Research Methodology**

### **Description of participants of the study**

The research aims to critically analyse and understand the role played by HRM in terms of employee productivity. Out of the many HRM practices, it can be identified that for an organization to function effectively and Tum meet the desired goals and objectives. It is essential to evaluate employee performance. Therefore, increasing employee productivity becomes a key role. Taking this into account, HRM can be considered an integral department of the organization that takes into account the welfare of the employees, so that an increase in

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productivity can be observed that ultimately enhances the performance of the entity (Iqbal et al. 2019). In order to understand the role of HRM on employee productivity along with the practices that revolve around employees, motivation, and retention and the overall issues faced while managing employee productivity, motivation, and retention, critical research must be conducted.

For this research, an epistemological research framework will be adopted which will enable the researcher to acquire the knowledge by understanding the awareness of HRM practices and discovering their relationship with employee productivity, motivation, and retention. Therefore, the research framework will involve primary data collection. The primary sources are in the form of raw materials. This will allow the researcher to apply statistical methods for the purpose of analysis and interpretation. A total of hundred participants were incorporated into this research. With the adoption of random sampling, the participants have been chosen for the research. However, the focus group or those individuals who were currently employed. The focus group will therefore be approached via online mediums with the purpose of collecting their opinion about employee motivation and retention in the company. Since this research involves human participation, the researcher is required to incorporate ethical considerations. They will be informed about the study along with the research ethics so that they were confident about their participation in the study. They will be further informed about the details and information that they provide will not be disclosed for the study and will be destroyed after the accomplishment of the research.

### **Ethics consent form**

*Research topic:* Role of HRM on employee productivity and impact of HRM practices on employee motivation and retention

The overall aim of the research: The research aims at understanding the role of human resource management (HRM) plays on employee productivity and highlight the implications on employee motivation and retention.

*Proposed research methods:* In order to support the purpose of the research both primary and secondary research will be adopted to investigate the role HRM plays in motivating employees and retaining them within the entity so that the overall productivity can be improved, ultimately enhancing the performance of the enterprise. The secondary resources

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will be obtained from the existing literature where the further investigation will be adopted in relation to theories, models, and frameworks relevant to the research topic. With the consent of the participants, the primary research will be collected through the focused groups using survey methodology. Each and every participant will be informed about the topic. The answers obtained from the participants will be utilized for the study to ensure the accuracy of the results.

*Methods of recruiting respondents:* the participants chosen for the research will be based on a random sampling method in order to avoid any form of bias in the results.

For this study, no personal details of the respondents will be utilized. At any point in the study, you can withdraw from the research without providing any justification.

The data obtained from your responses will be utilized for this study only. Prior to the completion of this study, the data obtained from your responses will be destroyed permanently.

Thank you.

Regards,  
(Researcher name)

### **Description of intervention and data collection tools**

The research methodology revolves around a systematic method of solving the problem. As identified by Mulder & de Bruijne, (2019), the objective of the research is to define and redefine problems while formulating solutions through the collection of data, organization of data as well as evaluation of data such that crucial conclusions can be adopted so that it fits the research objective set.

For this research, the statistical tool SPSS software will be adopted. After the collection of the raw data, the information will be evaluated and the SPSS software. The data will be collected from a survey. The survey will be conducted using a questionnaire format. The

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questionnaire will be designed in a manner that focuses on the research problem while associating with the different variables. In this scenario, the research question revolves around the HRM practices and how it impacts the overall productivity of employees taking into consideration the employee motivation and employee retention plan of an organization. For some of the questions in the questionnaire Likert scale has been utilized that allows the participants to respond from strongly disagree to strongly agreed.

For this research, the dependent variable is the HRM practices while the independent variables are employee productivity, motivation, and retention. To establish a critical relationship between the two variables correlational analysis will play a distinct role. The primary objective of adopting this technique is to test the hypothesis described.

### **Description of the data collection procedure**

#### **Sample design**

How a sample design can be identified as a finite plan that enables obtaining samples from the given population. For this research, simple random sampling will be adopted.

#### **Sample size**

Sample size can be defined as the number of sampling units that are selected for the study from the population. – Research that analyses the role of HRM practices in employee productivity while taking into consideration, motivation, and retention as the independent variable a sample of 100 respondents was obtained from the population.

#### **Sampling procedures**

The procedure adopted for this research incorporates probability sampling. In this case, every variable has an equal probability of inclusion within the sample. Probability sampling will be effective in instilling the effectiveness with which the researcher can test the different variables to ensure the relevance of the hypothesis. This will allow the variables to have equal chances of being included within the sample and give an unbiased result.

#### **Methods of data collection**

Both primary as well as secondary data have been collected for the research. In the case of primary data, the raw data obtained will be utilized, and the statistical methods such that crucial analysis and interpretation can take place. In this case, a survey method will be adopted and data collected will be through a questionnaire method. On the other hand, secondary sources are identified as those data that have already been treated under the statistical norms and or are available as finished research and databases such as Google Scholar, ProQuest, and

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others. For this research, the information will be collected from journal articles and books from search databases.

### **Research design**

The nature of the research or the research design will revolve around the adoption of descriptive research. It will enable the researcher to describe the data collected while identifying the characteristics of the population along with the phenomena and the studies. The descriptive research will enable answering the questions of who, what, where, when, and how. Although the data description can often revolve around being factual, accurate as well as systematic the situation that caused such descriptions cannot be provided. Therefore, descriptive research can often have low levels of internal validity.

### **Causal-comparative research**

A causal-comparative research method enables the identification of the cause-effect relationship between two distinct variables. The dependent variable is HRM policies and procedures toward employee productivity while the independent variables are employee motivation and employee retention. Therefore, the research will be conducted from the retrospective causal-comparative research perspective that will allow the researcher to examine the research questions and to understand whether or not the variables have an influence over the other (Holland & Rubin, 1987).

### **Experimental research**

The purpose of conducting experimental research is to ensure a scientific approach is utilized when analysing the two sets of variables. The different types of experimental sampling are pre-experimental research design, true experimental research design, and quasi-experimental research design. Out of the three distinct experimental research designs, the true experimental research design will be adopted for this research. This allows the utilization of statistical analysis to ensure approval or disapproval of the hypothesis identified and attain accuracy of the research (Gibbons & Herman, 1996). Therefore, the data gathered will be experimented with and interpreted to establish a cause-effect relationship between the variables.

### **Correlational research**

The purpose of adopting a correlational research design is to ensure that an effective investigation is conducted among the variables so that an unbiased result can be obtained without any researcher's control or manipulation. With the information gathered from the

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survey, the correlational research will be conducted using the SPSS software and critically analysed to provide an understanding of the hypothesis.

### **Instrumentation**

For this research SPSS software has been used to interpret the raw data generated. Therefore, to understand the validity and reliability of the different instrumentation, the test-retest reliability has been adopted. The sample has been tested twice to understand the reliability of the results obtained. Since the latest version of the SPSS software has been used for generating the correlation, the validity of the research holds.

### **Questionnaire**

For this research, a set of 14 questions has been prepared, which includes the demographic insight of the population. A well-defined questionnaire has been curated so that the purpose and the relevance of the research can be obtained.

### **Name of questions asked**

The questionnaire consists of open-ended, close-ended, ranking, and dichotomous questions.

### **Sample**

A sample can be identified as the finite subset of a population which is selected to investigate the proposed research topic. The sample will therefore be represented as a population. In this study, a total of hundred respondents have been selected randomly. The responses obtained for each of the questions have been total such that the statistical testing purpose is fulfilled.

### **Variables of the study**

The direct variable for this study is employee productivity while the indirect variables or employee motivation, employee retention, incentives, appraisals, training and development, career development opportunities as well as increment.

### **Tools and techniques for analysis**

For this research, the SPSS software will be utilized.

## **Data analysis and presentation of results of findings**

Demographic:

1. What is the average age of the demographics selected for the research?

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**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	29	28.7	29.0	29.0
	35-45	41	40.6	41.0	70.0
	45-55	15	14.9	15.0	85.0
	55-65	15	14.9	15.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Interpretation: The majority of the population belongs to the 34 to 45 years range. Approximately 41% of the respondents belong to this age

2. What is the average income of the demographics?

**Income**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10000-20000	25	24.8	25.0	25.0
	20000-40000	55	54.5	55.0	80.0

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40000-50000	10	9.9	10.0	90.0
Above50000	10	9.9	10.0	100.0
Total	100	99.0	100.0	
Missing System	1	1.0		
Total	101	100.0		

Interpretation: approximately 55% of the population has an income range of £20,000-£40,000.

3. What is the job role?

**Job role**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Freshers	25	24.8	25.0	25.0
	Senior Employees	55	54.5	55.0	80.0
	Managers	10	9.9	10.0	90.0
	Senior Management	10	9.9	10.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		



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Interpretation: the majority of respondents who participated in the study belonged to the senior employee category holding 55%.

4. Which gender do you belong to?

**Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	50	49.5	50.0	50.0
	Female	45	44.6	45.0	95.0
	Do not want to state	5	5.0	5.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Interpretation: 50% of the participants were male.

**Questions related to the subject matter:**

5. Do you agree that HRM policies have a direct impact on employee productivity?

**HRM Policy**

Frequency	Percent	Valid Percent	Cumulative Percent
<hr/>			

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Valid	Yes	45	44.6	45.0	45.0
	No	35	34.7	35.0	80.0
	Uncertain	20	19.8	20.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Interpretation: Out of all the participants 45% of the participants believe that HR and policies have a direct impact on employee productivity.

6. What types of incentives motivate you to perform efficiently?

**Incentives**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Financial Incentives	20	19.8	20.0	20.0
	Non-Financial Incentives	5	5.0	5.0	25.0
	Both	75	74.3	75.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

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Interpretation: Approximately 75% of the participants believe that both financial incentives and non-financial incentives help in motivating them in improving their overall efficiency.

7. What types of HRM practices of motivation do you prefer to improve your productivity?

**Policies**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Career development	20	19.8	20.0	20.0
	Training	14	13.9	14.0	34.0
	Increments	52	51.5	52.0	86.0
	Incentives	14	13.9	14.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Interpretation: 52% of the participants believe the HRM practices of providing increments to the employees have been found as a motivational criterion to improve their productivity.

8. What is your level of job satisfaction in your work?

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**Satisfaction**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	55	54.5	55.0	55.0
	Not Satisfied	45	44.6	45.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Interpretation: Out of the hundred participants, only 55% of the participants were satisfied with their job.

9. Are you satisfied with the current HRM policy of recognizing and acknowledging employees' work?

**Satisfaction of HRM Policy**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	50	49.5	50.0	50.0
	Not Satisfied	50	49.5	50.0	100.0
	Total	100	99.0	100.0	

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Missing System	1	1.0		
Total	101	100.0		

Interpretation: when the participants were asked about the current HRM policy of recognizing and acknowledging employee work, 50% of the participants were satisfied while the remaining were not satisfied.

10. Does performance appraisal motivate you?

### Appraisal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	40	39.6	40.0	40.0
	Agree	27	26.7	27.0	67.0
	Uncertain	9	8.9	9.0	76.0
	Disagree	14	13.9	14.0	90.0
	Strongly Disagree	10	9.9	10.0	100.0
	Total	100	99.0	100.0	
Missing System	1	1.0			
Total	101	100.0			

Interpretation: out of all the participants, 40 participants strongly agreed with performance appraisal as a motivating factor within the organization.

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11. How strongly do you agree with periodical increments as a method to motivate and retain you in the company?

**Periodical Increments**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	50	49.5	50.0	50.0
	Agree	30	29.7	30.0	80.0
	Uncertain	5	5.0	5.0	85.0
	Disagree	5	5.0	5.0	90.0
	Strongly Disagree	10	9.9	10.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Interpretation: 50% of the participants strongly agreed that periodical increment plays a vital method to motivate and retain employees within the organization.

12. What factor is crucial for retaining you in the company?

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**Motivation Factor**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Monetary Motivation	69	68.3	69.0	69.0
	Non-Monetary Motivation	31	30.7	31.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Interpretation: It can be observed that monetary motivation is vital in retaining employees

13. Does a highly motivated employee shows positive results in their productivity?

**Positive results**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	85	84.2	85.0	85.0
	No	4	4.0	4.0	89.0
	Uncertain	11	10.9	11.0	100.0
	Total	100	99.0	100.0	

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Missing System	1	1.0		
Total	101	100.0		

Interpretation: 85% of the participants believe that employees who are motivated by their employers show a positive result in productivity

14. Does the management involve you in the decision-making process?

### Decision Making Process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	66	65.3	73.3	73.3
	No	9	8.9	10.0	83.3
	Occasionally	15	14.9	16.7	100.0
	Total	90	89.1	100.0	
Missing System	11	10.9			
Total	101	100.0			

Interpretation: out of all the respondents who participated 73% agreed that management involves them in the decision-making process.

### Descriptive Statistics

### Descriptive Statistics



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	N	Minimum	Maximum	Mean	Std. Deviation
Age	100	1.00	4.00	2.1600	1.01225
Income	100	1.00	4.00	2.0500	.86894
Job Role	100	1.00	4.00	2.0500	.86894
Gender	100	1.00	3.00	1.5500	.59246
HRM Policy	100	1.00	3.00	1.7500	.77035
Incentives	100	1.00	3.00	2.5500	.80873
Policies	100	1.00	4.00	2.6000	.96400
Satisfaction	100	1.00	2.00	1.4500	.50000
Satisfaction of HRM Policy	100	1.00	2.00	1.5000	.50252
Appraisal	100	1.00	5.00	2.2700	1.37698
Periodical Increments	100	1.00	5.00	1.9500	1.29002
Motivation Factor	100	1.00	2.00	1.3100	.46482
Positive Results	100	1.00	3.00	1.2600	.64542
Decision Making Process	90	1.00	3.00	1.4333	.76511
Valid N (listwise)	90				

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**Correlational findings**

		HRM Policy	Satisfaction of HRM Policy Appraisal	Periodical Increments	Motivation Factor	HRM Policy Incentives Policies
HRM Policy	Incentives	HRM Policy	.959**	.966**	.945**	.982**
			Policies	Incentives	.000	.000 .000
			Satisfaction	Policies	256	256 256
Satisfaction of HRM Policy Appraisal		Satisfaction of HRM Policy	Satisfaction of HRM Policy	Satisfaction	1	.970* .924**
			Appraisal	Satisfaction of HRM Policy		.000 .000
			Periodical Increments	Appraisal	256	256 256
Periodical Increments Motivation Factor		Motivation Factor	Periodical Increments	Periodical Increments	.970**	1 .943**
			Positive Results	Motivation Factor	.000	.000
			Positive Results	Positive Results	256	256 256
HRM Policy Incentives Policies		HRM Policy	HRM Policy	HRM Policy	.924**	.943* 1
			Incentives	Incentives	.000	.000
			Policies	Policies	256	256 256

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Satisfaction of HRM Policy Appraisal	Satisfaction	Satisfaction	.946**	.956* *	.957**
	Satisfaction of HRM Policy	Satisfaction of HRM Policy	.000	.000	.000
	Appraisal	Appraisal	256	256	256
Periodical Increments	Periodical Increments	Periodical Increments	.969**	.962* *	.923**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	256	256	256	256

### Inference

This states that HRM policies have a direct relation with employee productivity as the SD is closer to 1, while appraisal and periodic increment show high variance revolving around employee motivation and retention. Therefore, incentives play a significant role in motivating employees.

Appraisal and periodic increments are vital indicators of employee motivation and their notion to stay in the firm. The above table reflects that “Satisfaction of HRM Policy Appraisal” has directly correlated with “Periodical Increments”, as the correlation is close to one.

In addition to this, HRM policy and employee productivity is also directly correlated as the correlation is 0.969. From this, it can be said that the hypothesis of the research is accepted.

**H<sub>0</sub>- HRM has a significant impact on employee productivity, motivation, and performance**

### Conclusion and recommendations

The research concludes that the aims and objectives of the study are well aligned with the topic of discussion. Along with that, it can also be concluded that, both secondary and primary research has been conducted in this study. Moreover, it can also be concluded that the rationale of the study has been effective in highlighting the justifications associated with the need for conducting research on the selected topic of discussion. Furthermore, it can also be concluded that the issues in association with managing employee retention and motivation by the HRM has also been discussed in this paper. Some of the main issues in conclusion can be

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highlighted as lack of available opportunities for training and skill development, ineffective recognition and reward management system implementation by the HRM, and lack of employee perks and benefits based on the performance of the employees within the internal infrastructure of the business organization. It can also be concluded that the methods used for data collection and analysis in association with the topic of discussion has also been incorporated in this research study. In conclusion, it can also be mentioned that effective discussion on the findings have also been done in this paper and it has been helpful in highlighting the impacts of HRM practices on employee motivation and retention.

The following recommendations can be suitable in association with increasing the employee motivation, retention, and productivity within the internal infrastructure of business organizations:

- Effective communication and team building programs must be initiated and implemented by the HRM of business organizations to understand the grievances and notions of the employees within the organization. This will be effective in understanding the intrinsic motivation of the employees and implementing them within the training and development programs so that employee performance can be maintained and the talented resources can be retained effectively within the internal framework of the organization (Lacerenza et al. 2018). It will also help in increasing collaboration between the team members and provide more opportunities for them to learn from one another. Along with that, it will also be successful in terms of increasing the approachability of the HRM towards the employees and a greater sense of trust and loyalty towards the organization can be nurtured within the workforce of the organization.
- Self management skills and career development opportunities must be provided to the employees in order to retain them within the workforce of the organization and increase their performance towards the organization.
- It can also be recommended to the HRM that regular meetings and sessions should be organized for understanding the requirements of the employees so that the productivity of the employees can be increased and they can be motivated to deliver best performance consistently. It will also help in increasing the overall productivity, profitability, and accessibility of the organization within both local as well as international marketplaces.

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