

# HUMAN RESSOURCE PRACTICES IN IMPROVING EMPLOYEE RETENTION

Diana IVANA<sup>a\*</sup>

<sup>a)</sup> Babeş-Bolyai University, Faculty of Economics and Business Administration,  
Cluj-Napoca, Romania

*Please cite this article as:*

Ivana, D., 2020. Human Ressource practices in improving employee retention. *Review of Economic Studies and Research Virgil Madgearu*, 13(1), pp.33-43.  
doi: 10.24193/RVM.2020.13.50.

*Article History:*

Received: 15 January 2020  
Accepted: 25 March 2020

---

**Abstract:** *In modern business, many organizations are facing employees' turnover loss. In order to prosper in the competitive environment the retention of skillful employees is critical. This paper explores the influence of HR practices (recruiting and selection, induction, training and development, performance review and compensanstion management) on employees' retention by proposing a strategic model. The proposed model could be a best practice guide for both academics and managers to implement specific actions and manage talented workforce.*

**Key words:** human resource practices; employee retention; retention strategy

**JEL Classification:** J28; J29

---

© 2020 Alma Mater Publishing House. All rights reserved.

---

\* Corresponding author. E-mail address: diana.ivana@econ.ubbcluj.ro.

## **References:**

1. Alnaqbi, W., 2011. The relationship between human resource practices and employee retention in public organisations: an exploratory study conducted in the United Arab Emirates, [online] Available at: <<https://ro.ecu.edu.au/theses/424>> [Accessed 16.03.2020].
2. Azeez, S.A., 2017. Human Resource Management Practices and Employee Retention: A Review of Literature. *Journal of Economics, Management and Trade*, 18(2), pp.1-10. 10.9734/JEMT/2017/32997.
3. Beck, S., 2001. Why associates leave, and strategies to keep them. *American Layer Media*, 5(12), pp.23-27.
4. Cardon, M.S. and Stevens, C.E., 2004. Managing Human Resources in Small Organizations: What Do We Know?. *Human Resource Management Review*, 14(3), pp.295-323. <https://doi.org/10.1016/j.hrmr.2004.06.001>.
5. Chiboiwa, M., Samuel, M.O. and Chipunza, C., 2010. An examination of employee retention strategy in a private organisation in Zimbabwe. *African Journal of Business Management*, 4(10), pp.2103-2109.
6. Chew, J. and Chan, C., 2008. Human resource practices, organizational commitment and intention to stay. *International Journal of Manpower*, 29(6), pp.503-522. <https://doi.org/10.1108/01437720810904194>.
7. Curry, M., 2004. Diversity: no longer just black and white. (Business Training Media) [online] Available at: Business Training Media: <<http://www.businesstrainingmedia.com/culturaldiversityartcile.php>> [Accessed 18.03.2020].
8. Das, B.L. and Baruah, M.S., 2013. Employee Retention: A Review of Literature. *IOSR Journal of Business and Management (IOSR-JBM)*, 14(2), pp.8-16.
9. Goud, P.V., 2014. Employee retention for sustainable development. *International Journal of Innovative Technology & Adaptive Management*, 1(5), pp.10-16.
10. Gilmore, D.C. and Turner, M. 2010. Improving executive recruitment and retention. *Psychologist Manager Journal*, 13, pp.125-128.
11. Hardy, W., Kielczewska, A., Lewandowski, P. and Magda, I., 2018. Job retention among older workers in central and Eastern Europe. *Baltic Journal of Economics*, 18(2), pp.69-94. 10.1080/1406099X.2018.1514562.

12. Johennesse, L.A.C. and Chou, T.K., 2017. Employee Perceptions of Talent Management Effectiveness on Retention. *Global Business and Management Research: An International Journal*, 9(3), pp.46-58.
13. Kashyap, V. and Rangnekar, S., 2014. A structural equation model for measuring the impact of employee retention practices on employee's turnover intentions: An Indian perspective. *South Asian Journal of Human Resources Management*, 1, pp.221-247. <https://doi.org/10.1177/2322093714549109>.
14. Khalid, K. and Nawab, S., 2018. Employee Participation and Employee Retention in View of Compensation. *SAGE Open*, pp.1-17 [online] Available at: <<https://journals.sagepub.com/doi/10.1177/2158244018810067>> [Accessed 18.03.2020].
15. Ongori, H., 2007. A review of the literature on employee turnover. *African Journal of Business Management*, 1(3), pp.49-54.
16. Ramlall, S., 2004. A Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations. *The Journal of American Academy of Business*, 5(1), pp.52-64.
17. Rasli, A.M., Norhalim, N., Tan, K. and Qureshi, M.I., 2015. Applying managerial competencies to overcome business constraints and create values evidence from small technology-based firms in Malaysia. *Journal of Management Info*, 3(1), pp.99-121. 10.31580/jmi.v3i1.15.
18. Sandhya, K. and Kumar, D.P. 2011. Employee retention by motivation. *Indian Journal of Science and Technology*, 4(12), pp.1778-1782. 10.17485/ijst/2011/v4i12/30326.
19. Tangthong, S., Trimetsoontorn, J. and Rojniruntiku, N., 2014. HRM Practices and Employee Retention in Thailand - A Literature Review. *International Journal of Trade, Economics and Finance*, 5(2), pp.162-166. 10.7763/IJTEF.2014.V5.362.
20. Tsai, P.C.F., Yen Y.F., Huang, L.C. and Huang, I.C., 2007. A Study on Motivating Employees Learning Commitment in the Post – Downsizing Era: Job Satisfaction Perspective. *Journal of World Business*, 42(2), pp.157-169. <https://doi.org/10.1016/j.jwb.2007.02.002>.
21. Zin, S., Ahmad, N., Binti, N.E., Ismail, R.B., Ibrahim, N.B., Abdullah, I.H.T.B. and Tajuddin, N.H.b.A, 2012. Motivation Model for Employee Retention: Applicability to HRM Practices in Malaysian SME Sector. *Canadian Social Science*, 8(5), pp.8-12. 10.3968/j.css.1923669720120805.2239.