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## **EXAMINING THE ROLE OF HUMAN RESOURCE MANAGEMENT IN RETAINING TEACHING EMPLOYEES:A CASE STUDY IN SISTAN AND BALUCHESTAN PROVINCE EDUCATIONAL CENTER**

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### **ABSTRACT**

Basically, employees' retention is a fundamental problem in every organization. Thus, executive agencies seek to reduce employee turnover, particularly qualitative resources (skilled and capable human resources). This issue is considerably important in education. This study aimed to investigate the role of human resource management in employees' retention. The research objective is developmental applied type. Method: The subjects were selected using stratified random sampling method proportional to statistical population. For this purpose, a survey was conducted using descriptive and analytical method. Data collection tool was a questionnaire. Statistical sample size was obtained as 317 employees of High School in Zahedan based on Morgan Table. The subjects were selected using stratified random sampling method proportional to statistical population. The questionnaire was designed based on Likert Scale. Data analysis was performed using statistical methods, Pearson correlation coefficients and SPSS. Content validity was examined by experts in a preliminary study while reliability was examined using test-retest method. Retesting with a predetermined interval and obtaining similar results indicated reliability of the test. Results: The results showed that there is a significant and positive relationship between studied factors and employees' retention. In other words, all components play an important role in employees' retention. Thereby, it is recommended that education department and other relevant agencies put on agenda detailed plans for human resource development as well as appropriate methods to retain staff..

**Keywords:** *Human Resource Management(HRM), Employees, Retention, Native Forces, Performance Evaluation*

Are human resource organizations important? Nowadays, human factor is one of the most important tools for development and survival of the organization and achievement of the desired objectives in the competitive world. Organizations are the most important element of every society while the humans are considered as important factors of any organization. Targeted planning and sustainable development of human resources depict an insightful and prosperous future for any organization. Based on human achievements in the field of technology followed by human social evolution, some think that the human role is fading day by day. They believe that tools and technology replace human being. Nowadays, the power tool is uniquely technology and innovation (Ston, 2009; Sonner, 2007).Future world is known as the era of domination of ideas, which is manifested in educational systems within the countries' education systems. Educational organization is considered as an organization by which we follow the path to the future. Such future improvements may brought the necessary efficiency, performance, capability and speed for such organization. Nowadays, status of education in every country may indicate future status of such system (Valadbeigi, 2010).

Human resource management seems to be so pervasive in the future; as a result, it is likely that education may penetrate into all parts of organization (abbaspour, 2012).since the nature of human resource management has undergone major changes (gholamzade, 2012), there is a necessity for new strategies to retain employees nowadays (hamidi et al., 2012).this development may lead to changes in

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both responsibilities and role of human resource management. one author wrote in context of management that we should be able to meet employees' needs for the purpose of employees' retention and their continued cooperation(haji poor shooshtari, 2010).jazani believed that organization's success or failure depends entirely on how the organization attract and retain human resources (jazani, 2009). research showed that employees' value is commensurate with organizational culture. then, it is less likely that those employees leave the organization (Buller, 2012).

Human resources retention is one of the core functions of human resources management (Mathis, 2010). This function is considerably important since it provides and maintains physical and mental health of the employees in contrast to maintenance of facilities (Ahmad, 2010). The strategic role of Human resource management significantly emphasizes on integration of human resource policies, which is considered as the highest level of management (Vanburen, 2011). This issue is considered as an important aspect of economic and social progress in developing countries, which is no secret to anyone. Without any doubt, such territory that relies upon a treasure of resources and reserves is considered as one of the needful countries around the world due to management weaknesses.

## **THEORETICAL AND EXPLANATION**

### **Human Resource Management**

Human resource management is a term, which was introduced in 1970s (Shimon, 2010). Previously, such terms as personnel management, employees' affairs management, industrial or working relations were used as synonyms to human resource management (Abtahi, 2010). Human resource management includes recruitment and hiring, training and optimization, application, appointing and retention of human resources (SheykhMasudi,2011) toward realization of the organization's objectives. Educational system is considered as an important element of education, which is largely responsible for fertility and prosperity of capabilities of both current generation and future societies in order to achieve economic, social growth and development. In General, one of the current problems in third world countries is the needed labor. Then, in addition to problem relevant to education of specialist forces, lack of development of several plans for both retention and protection of existing forces on which large investments are made are considered as major obstacles to retain this force. According to several scholars and scientists, education creates future society. Human beings create the societies. Education educates the human beings. Those scholars believed that education is the most essential and significant way to solve many problems such as personal, social, economic and political ones. The topic of human resources management is closely related to job satisfaction. It also reduces turnover among employees (Yang, 2008).

### **Human Resources Maintenance**

Nowadays, intellectual assets in various countries are considered as important components of organizational strategies. Human capital is a reality, which cannot be separated from the employees; however, the former can be separated from both physical and financial assets. This suggests the importance of human capital (Wright et al, 2011). Displacing and transferring the forces from an organization or a region to another organization or region is considered as an important issue in administrative systems of various countries. Various researches, surveys and viewpoints were addressed on reasons for displacing and transferring the employees .Therefore, it can be stated that the reasons for leaving work and lack of personnel retention differs from one organization to another one.

Such effective strategies for retention of knowledge-based staff may be those that emphasize on paying attention to appropriate salary strategies (Mir Bagheri, 2010). In early studies, it seemed that appropriate salaries and benefits not only led to retention of properly qualified staff, but also absorption of capable employees (Doaee, 2007). However, in those researches, in addition to the above mentioned factors, other factors such as job satisfaction, spiritual needs satisfaction and nature of the job and lack of employees' retention were cited as well (Polan and Schuler, 2005). Education is one the most important institution, which creates structure of a society. This organization possesses the highest number of

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employees as well as the most productive forces and the most educated segments of the society. It is also cited as one public organization (Valid baigi, 2010). Those countries, which intend to take steps in the path of development should employ the best and the most capable forces in education. In principle, knowledge-based employees may leave the organization. Then, the strategies used to manage and retain these employees are considerably important (Kelly, 2007).

In recruitment, not only the individuals should be absorbed to the organization, but also employees' retention and protection should be considered (Shimon et al., 2010). Organizational management should retain human resources, which is more difficult than organizational improvement and absorption. The organization attempts to attract skilled and experienced staff. Then, nature of human resource management is modified as strategic resources management and paying attention to human resources from which once was considered as employee's management (Rodrigo, 2012). Adler cited five factors as significant characteristics of leaders who endeavor to retain their employees. These characteristics are respectively as follows: self-awareness, courage, compassion, innovation and inspiring (Binford, 2012). Fractional and professional jobs gradually lead to employees' tiredness. As a result, the employees might be less motivated to work. To avoid this case, a spirit of creativity and innovation should be fostered within the organizations (Alvani, 2011). The main problem for human resource managers lied in designing an appropriate waging system to attract and motivate the employees to develop, work actively and remain in the organization (Lettmayr, 2012).

Jones believed that institutional socialization techniques increase job satisfaction and organizational commitment. These reduce the likelihood of turnover (Saks, 2007). According to performance evaluation, which provides an organizational justice (Rafi Zadeh, 2009); employees with greater job satisfaction have longer-term job positions and undergone continuous education in the organization (Lettmayr, 2010). Giving opportunities for professional development and accessing technological products are considered as key strategies in employees' retention. Therefore, employees' development within the organization not only retains those employees but also helps to attract the elites to an organization (Benest, 2008). It should be noted that an important factor in employees' retention is the emotional connection among the employees (Bergeron, 2007). Sense of belonging and identity with the organization motivate the staff to remain within the organization as an organizational member (Cakinberk et al, 2011). Research showed that those individuals who acquire more realistic information on their job and organization are less inclined to resign and leave their job (Sa'dat, 2010). Education leads to employees' commitment (Walton, 2007). Nowadays, large investments are made on employees in order to enhance competitiveness between the organizations (Bonits, 2007). These investments will reduce turnover intention. Studies indicated that the staff tends to remain in those organizations with appropriate salary payment, working benefits and enjoyment in work (Buller, 2012).

Tiwari (2012) showed that human resource management practices are regarded as the most important asset of any organization in his study. These practices are also considered as a competitive advantage, which may lead to job satisfaction, increased quality of services and employees' commitment (Tiwari, 2012).

Horvath (2011) examined the role of human resources in human resource crisis strategy in his study. He concluded that survival of the organization depends on appropriate human resources strategies. In addition, employees' retention is considered as one the most important organizational task for the purpose of targeted development (Horvath.2011).

Hutchings (2011) in his study entitled as attracting and retaining employees in Australian Human Resources Sector offered several views of human resources managers. He also identified size and power of resources. He also determined how much the employees were absorbed and retained (Hutchings, 2011).

Abduljlilin a study (2011) entitled as implications of human resource management (employees' retention) considering the relationship between human resource management practices and organizational performance identified application of human resource activities features as an optimum strategy for the

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performance of the organization. The former research mainly aimed to investigate the relationship between employees' retention in relation to organizational practices and performance. The findings showed that employees' retention is related to the mediation between human resource management practices and organizational performance. Therefore, the four main results obtained were as follows. First, HRM (human resource management) practices have a positive impact on organizational performance. Second, these practices have a positive effect on employees' retention. Third, employees' retention has a positive impact on organizational performance. Fourth, employees' retention is mediated by the relationship between HRM practices and organizational performance (Abduljlil et al, 2011).

## METHODOLOGY

In this study, it was attempted to use a reasonably accurate method often used in researches conducted by various scholars and scientists. First, existing theories in the field of research were collected through reading books, journals, scientific articles, Internet, etc. Then, both type and activities of the organization as well as models offered by theorists were considered in order to define both hypotheses and the relationships between variables. Thus, a survey with descriptive analytical method was used with regard to research methodology and topic, research objectives, developed hypotheses and humane and ethical consideration governing research topic, scope and implementing features. This is an applied research considering the research objectives. The statistical population included all managers, assistants and teachers working in high schools in the central region in Zahedan City in Sistan and Baluchestan Province in 2013. The population size was 1,802 individuals from which 674 were female while 1128 were male. The sample size was estimated as 317 individuals based on Morgan Table including 59 managers, 91 assistants and 167 teachers working in high schools. The subjects were selected using clustering-stratified random sampling method.

Data collection tool was a questionnaire. In this study, closed questions were used. The filled out questionnaires were collected on either personal reference or cooperation of the subjects. For validity of questionnaire, the questions were developed based on experiences, personal studies and consultation with experts. Then, a preliminary test was conducted on a number of experts. Then, they were asked to address weaknesses of the test. As a result, the test weaknesses were minimized. Then, final necessary modifications were made. Reliability of the questionnaire was examined in two stages with appropriate interval. In pilot implementation, 30 questionnaires were distributed among a number of subjects. Then, the filled out questionnaires were collected. Test results indicated acceptable reliability of the research tool. Since views expressed on human resource management includes several components, research conceptual model was depicted as shown in Figure 1.

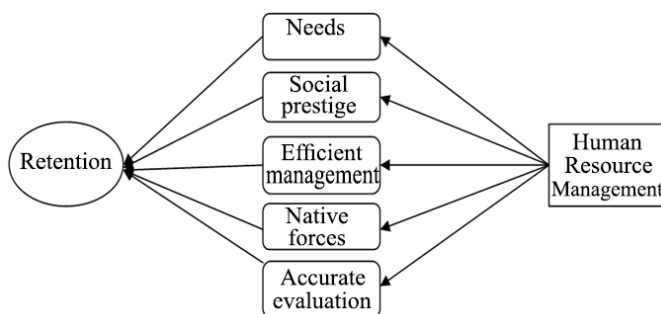


Figure 1: Research conceptual model

## RESULTS

Demographic factor findings indicated that 58% of the subjects were men while 42% were women. Moreover, 54% of the subjects included native teachers while 46% were non-native teachers. In terms of

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years of service, 26% of the subjects had less than 10 years of service while 43% had between 10 and 19 years of service and 31% had more than 20 years of service. In terms of education, 2% of respondents had diploma while 25% had higher than diploma degree, 58% had bachelor degree and 15% had master degree and higher than that.

The hypotheses were tested and analyzed with descriptive statistics using SPSS. If calculated Chi-square ( $x^2$ ) was higher than table-chi-square, the null hypothesis was rejected and the counter hypothesis was accepted. Hypotheses testing results are presented in (Table 1).

**Table 1 - Hypotheses testing results**

Hypothesis	Independent variable	Dependent variable	Calculated $x^2$	Table- $x^2$	Level of error	Degree of freedom	Test result
The first hypothesis	Meeting economic needs	Employees' retention	372.98	11.34	0.01	3	Accepted
The second hypothesis	Providing social prestige	Employees' retention	529.523	11.34	0.01	3	Accepted
The third hypothesis	Efficient and correct management	Employees' retention	319.151	11.34	0.01	3	Accepted
The fourth hypothesis	Using native forces	Employees' retention	313.649	11.34	0.01	3	Accepted
The fifth hypothesis	Right performance evaluation	Employees' retention	305.876	11.34	0.01	3	Accepted

In this table, calculated  $x^2$  with degree of freedom=3 in 99% level of significance is greater than critical  $x^2$  value of table in all cases. It can be concluded that there are significant relationships between the hypotheses and employees' retention. Pearson's correlation coefficient was equal to 0.73 in the first hypothesis, which shows a direct and high correlation. Pearson's correlation coefficient was equal to 0.79 in the second hypothesis, which shows a direct and high correlation. Pearson's correlation coefficients were equal to 0.70 in the third, fourth and fifth hypotheses, which show direct and high correlations.

**CONCLUSION**

To achieve success, employees' retention is a priority (Binford, 2012). In the present study, it was attempted to examine existing research on the relationship between human resource management functions for the purpose of employees' retention. According to these findings, it can be concluded that human resource management functions affect the employees' retention. The major part of this issue depends on employees' attitudes. The findings emphasized that as long as the human resources management adequately pays attention to such issues as meeting economic needs, social status, correct performance evaluation and using native forces, it may effectively create organizational commitment and employees' retention. Hypotheses testing results also showed that satisfying economic needs, social prestige, correct and efficient management, using native forces and correct evaluation of employees' performance are effective in employees' retention.

Working is valuable; however, the employees are the most important asset of organization. This study did not include all aspects and details on human resources due to conceptual breadth. Therefore, further research should be conducted on this context. Thus, it is recommended that education department and



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other relevant agencies put on agenda detailed plans for human resource development as well as appropriate methods to be used for employees' retention. In addition, appropriate human resource planning in various regions, paying greater attention to welfare of employees, creating grounds for creativity, and paying attention to job security can also be helpful.

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