

HUMAN RESOURCE MANAGEMENT POLICIES ON EMPLOYEE ENGAGEMENT AND RETENTION

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ABSTRACT

The proliferation of higher education institutions makes competition more apparent in the desire of every institution to deliver quality education in which human resource plays a critical role. This study determined the impact of selected human resource management policies on engagement and retention of teaching personnel in the context of private academic institution. Employee engagement and retention was measured based on Total Compensation Theory through motivation that empowers to retain best talents in the organization as expounded by Zigon (2011). Total package that includes base pay, incentives, benefits, non-financial like recognition, praises, responsibility, professional growth, performance management and career development were measured according to the theory Armstrong (2011). Total sampling was employed from tenured college faculty members from the three campuses of the University of Perpetual Help System DALTA. Three phases of data gathering were adopted: survey questionnaires, random interviews and document analysis. Faculty members believed that Implementation of the policy in Compensation, Benefits Management Reward System, Training and Development were manifested to Fairly Great Extent (FGE) in the three campuses (GWM = 4.16). This perception created an impact on the intention of the employee to continually serve for the university in its quest to deliver quality education. Through the continuous support of management, an internal benchmarking can be conducted within the DALTA system to determine the best practices of each campus, design a performance management system that recognizes proactive sharing of knowledge and expertise and utilization of Training Road map per faculty are the significant recommendations derived from the findings of study.

KEYWORDS: *Human Resource Policies, Resource Management, Training and Development, Employee Engagement and Retention.*

INTRODUCTION

All organizational change and success rest on its people. Human Resource Management then plays a vital role as organizations come to meet varied challenges confronting them. The onset of globalization and technology has prompted Human Resource Management (HRM) to redefine its strategies to make it more responsible to the changing times. In Human Resource Management, there is a need to consider “human capital”. Human Resource Management (HRM) focuses on managing people within the employer-employee relationship. Specifically, it involves the productive use of people in achieving the organization’s strategic business objectives and the satisfaction of individual employee needs. Human Resource Management (HRM) consists of an organization “people practices” which includes the policies, practices and

systems that influence employees' behavior, attitudes and performance. It also influences people who work for the organization and how those people work. The human resources, if well managed, have the potential to be a source of sustainable competitive advantage, contribution to the basic objectives such as quality, profits and customer satisfaction (Noe, 2014).

Human Resource Management Policies play an important role in increasing the organizational commitment of employees. Human Resource Management Practices need to be implemented effectively in order to align the employee's objectives with organizational objectives. Due to diversity and globalization, lack of employee engagement and employee's turnover rate is increasing. Organizations need to pay much more attention on HR practices in order to be competitive in this global market and to address the issues. It is also said that employees who are engaged in their work and committed to their organizations provide crucial competitive advantages—including higher engagement and lower employee turnover. Employee engagement is the harnessing of organization members to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. This can be easily identified through job satisfaction which is the positive feeling comes from the perception of the individual's job as fulfilling or allowing the fulfillment of their job values, provided these values are compatible with their needs (Locke, 2012). Moreover, employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed, by having policies and practices in place that address their diverse needs.

Education is any act or experience that has formative effect on mind, character or physical ability of individual. Education is very vital because it transmits knowledge, skills and values from one generation to another. Furthermore, education in the country is in great importance because it is Primary Avenue for upward social and economic mobility (Sison, 2012). With the rise of private higher education institutions in our country today, competition is becoming very much apparent. In order to survive and succeed, these institutions should make full use of its "human capital". Furthermore, the private higher education institutions should be able to identify the traits and practices that blend well with their culture, aspirations and values formation. The University of Perpetual Help (formerly the Perpetual Help College of Rizal) was established in 1975. It is a non-sectarian private school currently composed of three campuses: The Calamba Campus (Laguna-1997) the Molino Campus (Cavite-1996), and the Las Pinas (NCR-1975) Campus. The latter is considered the main campus for following reasons: The biggest in terms of population and are and the oldest of the three campuses.

The present study attempted to find out the impact of selected human resource management policies on employee engagement and retention in the University of Perpetual Help System DALTA. The main reasons in studying this topic is that it (Human Resource Management Policies) is a source of dissatisfactions among employees which lead to low engagement in work and increasing turn-over rate. It was also observed that there is also inconsistency in the dissemination of Human Resource Policies in which all employees are not provided with the Policy Manual and other programs stipulated in the said document. It is in this light that this paper is most likely to affect significant change in the formulation and implementation of human resource management policies and to increase organizational effectiveness of people to accomplish better work performance.

Furthermore, the present research paper could contribute to uncovering what extent do HRM policies attract,

retain, motivate and develop employees' abilities, knowledge, and competencies required to achieve the organization's strategic business and objectives. Such alignment would help the University of Perpetual Help System DALTA motivate the employees, enable them to deliver effective work outputs which will result to productivity and less turnover and thus, good business outcomes. This endeavor would help the administration in the field of Human Resource to continually look on how HRM can be a strategic partner of institution in the realization of their vision-mission and help it to attain the organizational goals and objectives.

Particularly, the results and major findings of the study could be a source of good inputs in strengthening the capacity building activities of the Human Resource Department of the University which would be conducted to regularly assess and improve institution's capabilities, including such things as meeting grant goals, staff performance, resource management, and external relationship building. Furthermore, the study could also contribute to the continuous updating and challenging of HR Policies/ Systems and Procedures as one of the key documents that any business needs. It would also help in the revisions that can be made towards a well-defined policy manual which will always help the organization in setting expectations among its employees on what benefits the organization would provide and which benefits the employees should not expect from the organization. Furthermore, it could also help management make better decisions about training, administering competitive compensation and benefits, promotion and rewards to employees.

OBJECTIVES OF THE STUDY

The study determined the impact of human resource management practices on employee engagement and intention for retention. Specifically, the study was conducted to: (1) Identify the extent in the implementation of selected human resource management policies on Compensation and Benefits Management and Reward System and Training and Development in

University of Perpetual Help System DALTA campuses; -Las Pinas, Molino and Calamba (2) Prove if there is significant difference in the extent of implementation of selected human resource management policies on Compensation and Benefits Management and Reward System and Training and Development in the following campuses; Las Pinas and Molino, Las Pinas and Calamba, and Molino and Calamba (3) Assess the overall profile of the level of employee engagement and intention for retention of employees in University of Perpetual Help System DALTA (4) Prove if there is significant difference in the level of employee engagement and intention for retention of employee between the following University of Perpetual Help System DALTA campuses; Las Pinas and Molino, Las Pinas and Calamba, and Molino and Calamba (5) Assess the impact of extent of implementation of human resource management policies on Compensation and Benefits and Rewards System and Training and Development on the level of; employee engagement and intention for retention of teaching employees of University of Perpetual Help System DALTA.

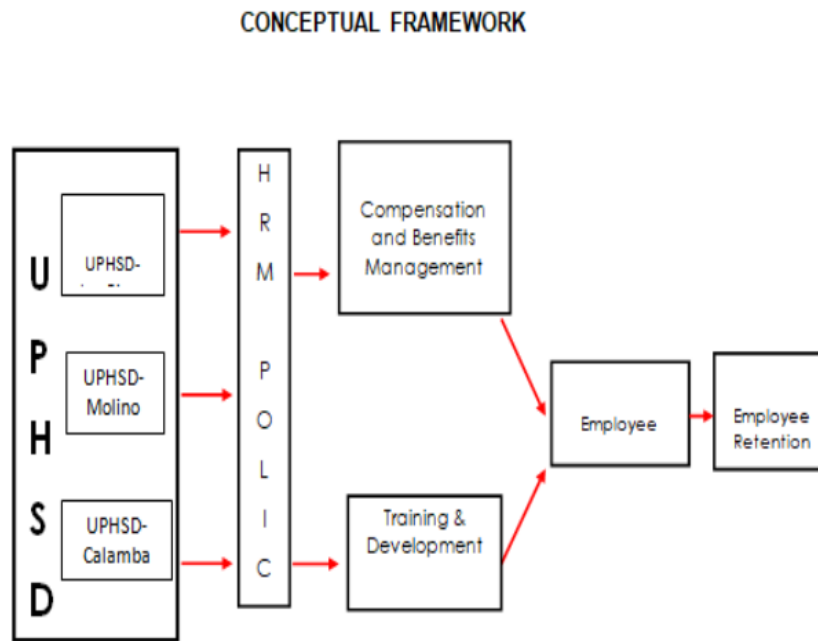


Figure 2: The Paradigm of the PATH Analysis Modeling Approach of the Impact of Human Resource Management Practice on Employee Engagement and Retention in University of Perpetual Help System-DALTA

The research paradigm which guided the conduct of the study is the PATH Analysis Model which is used to describe the directed dependencies among a set of variables. It is derived from Ajzen's theory of Planned Behavior. The Theory of Planned Behavior discusses that attitude towards the target behavior, subjective norms about engaging in the behavior, and perceived behavior control are thought to influence intention and behavior. It is hoped that this study would help both academics and those managing human resource to realize, understand and see the influence of HRM Practices to Employee Engagement and Retention.

Using the HR system concept, human resource management policies are formal rules and guidelines that the organization put in place to train, assess, and reward the members of workforce. Having policies written is vital in providing a clear idea to of what the policies are and if they are applied consistently and fairly across the organization. These are viewed as independent variables in the study that can have an impact on employee's engagement and, eventually on intention for retention which are the dependent variables. The said policies aim at carrying out the "people" or the human resource aspect of the management position. This study would only focus on two practices, which are compensation and benefits management and reward system and training and development. These practices are chosen because they are known to have the most impact on the organization's performance particularly in University of Perpetual Help System-DALTA. Each of them would now be considered in the present study.

The research study aimed to determine the impact of human resource management policies on two factors: Compensation and Benefits and Reward System and Training and Development to Employee engagement which is a feeling of positive emotions by employee toward their work, find their workload to be manageable, and have hope about the future of their work. Moreover, employee engagement has a positive effect on organizational performance outcomes, such as employee retention which consists of procedures through which employees are boosted to become part of the

organization for a longer period of time until he/she gets retired or until the project gets completed. For achieving individual as well as organizational goals, it is essential to retain talented employees.

RESEARCH METHODOLOGY AND DESIGN

The study employed both quantitative and qualitative research design to gather information from the teaching employees. The quantitative research design aims to identify the relevance of the implemented human resource management policies in the three campuses of the university in terms of Compensation and Benefits Management and Reward System and Training and Development through a questionnaire survey. Furthermore, the research study also utilized comparative method. The study attempted to determine if there is significant difference in the extent of implementation of Human Resource Management Policies and the level of employee engagement and retention among the following campuses of UPHSD (Las Pinas and Molino), (Las Pinas and Calamba) and (Molino and Calamba). On the other hand, the qualitative research design aims to support the results of research through interview of selected faculty members and document analysis of policies on Compensation and Benefits Management and Reward System and Training and Development stipulated in UPHSD Faculty Manual 2015 edition.

Research Locale

The study was conducted at the University of Perpetual Help System DALTA which is a Catholic-oriented, co-educational and private University. The University offers programs in preschool, primary, secondary, tertiary levels, as well as short term vocational, technical, and special programs.

The University has three campuses which are the following:

1. University of Perpetual Help System DALTA- Las Piñas,
2. University of Perpetual Help System DALTA-Molino, and
3. University of Perpetual Help System DALTA -Calamba

RESPONDENTS OF THE STUDY

Due to the small population of employees in other campuses, the researcher considered the entire population. The target participants of the study were the teaching employees in College Level for this academic year 2016-2017. They must be rendered with the three campuses of University of Perpetual Help System -DALTA at least five years' service, acquired permanent status and working as full -time, did not belong to supervisory and managerial position and did not engage or involve in any serious offenses.

Data Collection Procedure

Data were collected through the use of adapted and modified Personal Employee Engagement and Intention for Retention Survey Questionnaire conducted with a total of seventy-six qualified respondents in three campuses of University of Perpetual Help System -DALTA (Las Pinas, Molino and Calamba). This measured the level of engagement and intention for retention of faculty members towards their work in the University. To further support the findings, interview with a total of ten faculty members from the DALTA systems were also conducted. Additionally, document analysis of policies on Compensation and Benefits Management and Reward System and Training and Development stipulated in UPHSD

Faculty Manual 2015 edition was also considered.

Research Instrument

The questionnaire is divided to four parts. The first part contains five (5) questions pertaining to the personal data and academic profile of the respondents including gender, age and educational attainment, length of service with university, and salary range. Part 2 will measure the extent of implementation of selected Human Resource Management Policies and Practices on Employee Engagement and Retention. All the questions were adapted from guidelines and procedures on Compensation and Benefits Management and Reward System and Training and Development stipulated in the UPHSD Faculty Manual 2015 edition of the University of Perpetual Help System DALTA. Part 3 will verify the degree of employee engagement on how employees think, feel, and act about selected Human Resource Management Policies and Practices in UPHSD. The questionnaire is also composed of two areas which include Compensation and Benefits Management and Reward System and Training and Development. All the questions were developed by the researcher which and it underwent validity and reliability testing. Part 4 will verify the degree of intention for retention of employees if there is a greater chance that they will decide to stay for longer period in UPHSD. All questions were adapted from an Intention for Retention standardized questionnaire.

To further measure and establish the validity of all test items, the said survey-questionnaire was subjected to expert analysis of a subject matter expert, a statistician and a language specialist. The researcher also utilized Table of Specifications to identify the achievement domains being measured and to ensure that a fair and representative sample of questions appear on the survey questionnaire. Furthermore, the researcher provided evidence that each question written in the survey questionnaire has content validity, that it covers what should be covered. Moreover, to test the reliability, the researcher conducted pilot-testing to a total of twenty-six respondents who were composed of Senior High School Faculty members in University of Perpetual Help System DALTA- Calamba.

Data Analysis

To determine the extent of extent of implementation of selected human resource management policies on Compensation and Benefits Management and Reward System and Training and Development in the following UPHSD campuses and the overall profile of the level of employee engagement and intention for retention of employees in university, frequency distribution and percentage weighted mean were computed. On the other hand, T-test was utilized to measure significant difference in the extent of implementation of selected human resource management policies on the abovementioned practices. It also identified the level of employee engagement and intention for retention between the following University of Perpetual Help System DALTA campuses. Lastly, simple regression analysis was computed to determine the impact of the extent of implementation of human resource management policies on Compensation and Benefits and Rewards System and Training and Development on the level of employee engagement and intention for retention of employees of University of Perpetual Help System DALTA.

RESULTS AND DISCUSSION

Summary of Findings

Part I. Extent of implementation of selected human resource management policies on compensation and benefits management and reward system and training and development in university of perpetual help system dalta .

1. Faculty members agreed that Extent of Implementation of the policy in Compensation and Benefits Management and Reward System and Training and Development in Fairly Great Extent (FGE) in University of Perpetual Help System DALTA, (grand weighted mean = 4.16). Among all the said policies, result revealed that UPHSD complies with government mandated laws in which all faculty members, regardless of nature of employment and irrespective of methods which they are paid, are entitled to the availing of benefits in consonance with its rules and regulations being the highest (weighted means =4.46). This implied that faculty members were secure that their contributions for various benefits were processed appropriately by the University.
2. The university demonstrated that the University must pay attention in non-financial rewards such as recognition, praise for achievement, responsibility, professional growth, and performance management process (Armstrong 2011). Having the lowest mean averages for providing various methods to recognize good works of employees (weighted means =3.98) and promotion of faculty members (weighted mean= 3.88) in which both are in moderate extent of implementation. The findings seem to show that the faculty members of the university were not well satisfied of the implementation of said policies. This might hinder improvements and innovations in their teaching.
3. Teaching employees agreed that Extent of Implementation of Selected HRM Policies on Training and Development is in Fairly Great Extent (FGE) in University of Perpetual Help System-DALTA (grand weighted mean = 4.21).
4. Among the three campuses, Molino campus acquired the highest mean score pertaining to extent of implementation of selected HRM Policies & Practices particularly on Training and Development (grand weighted mean= 4.40) . The data suggested that the employees perceived that Implementation of the said policies is in Very Great Extent (VGE). Furthermore, based in the interview, respondents admired that the management of school was truly supportive in investing other programs and interventions towards professional growth.
5. Faculty members agreed that there is no significant difference in the extent of implementation of selected Human Resource Management Policies on Compensation and Benefits Management and Reward System and Training and Development Between the University of Perpetual Help System DALTA; Las Pinas and Molino, Las Pinas and Calamba; and Molino and Calamba.

Part II. Level of Employee Engagement and Intention for Retention in Three Campuses of University of Perpetual Help System DALTA (Las Pinas, Molino and Calamba)

6. All teaching employees from three campuses which were Las Pinas (weighted mean= 4.18), Molino (weighted mean= 4.22) and Calamba (weighted mean= 4.21) exhibited high employee engagement towards their work.
7. Among the three campuses, Molino achieved the highest degree of employee engagement (weighted mean= 4.22) among faculty members pertaining to policies on Compensation and Benefits Management and Reward System and Training and Development.
8. Faculty members from two campuses which were Molino (grand weighted mean= 4.03) and Calamba (grand weighted mean= 4.00) acquired high level of intention for retention except for Las Pinas (grand weighted mean= 3.93) which has the lowest average among the three.

9. Based in the interview in Las Pinas campus, faculty members suggested that there is a need for HRD to review the salary and promotion system of school, faculty promotion and increase in compensations should be based not only on educational background but most importantly on their experience on teaching. The university must also consider the tenure of faculty members and actual capabilities; think about the schedules of faculty members before scheduling them in in-house trainings, and improve the monitoring system.
10. Faculty members agreed that Level of Employee Engagement for the said policy on Compensation and Benefits and Rewards System is High (H) for the three campuses of University of Perpetual Help System DALTA (grand weighted mean = 4.23).
11. Employee engagement in Molino and Calamba campuses was Very High while in Las Pinas campus was High only. These results implied that faculty members of two campuses displayed high level of motivation and engagement towards their job since UPHSD adopts an intensive and integrated faculty development program.
12. Faculty members agreed that Level of Employee Retention is High (H) among the three campuses (grand weighted mean = 3.98) of UPHSD.
13. 12. Among the three campuses, faculty members from Molino campus decided to stay for a longer period of time (grand weighted mean= 4.03).
14. 13. Results entailed that the main factor why employees of University of Perpetual Help System DALTA will decide not to stay for a longer period in the University is due to the feeling of being overworked most of the time. This has the lowest mean of 2.59.
15. There was significant difference in the level of employee engagement in Las Pinas and Molino as perceived by employees in terms of Compensation and Benefits Management and Reward System and Training and Development.
16. There was no significant difference in the level of intention for retention of employees between the University of Perpetual Help System DALTA in Las Pinas and Molino as perceived by employees in terms of Compensation and Benefits Management and Reward System and Training and Development.
17. There was no significant difference in the level of employee engagement between the University of Perpetual Help System DALTA in Las Pinas and Calamba as perceived by employees in terms of Compensation and Benefits Management and Reward System and Training and Development.
18. There was no significant difference in the level of intention for retention of employees between the University of Perpetual Help System DALTA in Las Pinas and Calamba.
19. There was no significant difference in the level of employee engagement between the University of Perpetual Help System DALTA in Molino and Calamba as perceived by employees in terms of Compensation and Benefits Management. On the other hand, there was significant difference in the level of employee engagement in terms of Training and Development for the said campuses.
20. There was no significant difference in the level of intention for retention of employees between the University of Perpetual Help System DALTA in Molino and Calamba as perceived by employees.

Part III. Impact of Extent of Implementation of Selected Human Resource Management Policies on Compensation and Benefits and Rewards System and Training and Development on the level of employee engagement and intention retention of employees of University of Perpetual Help System DALTA.

21. Extent of implementation of selected Human Resource Management Policies in terms of Compensation and Benefits and Reward System and Training and Development of University of Perpetual Help System DALTA had significant impact on employee engagement.
22. Extent of implementation of selected Human Resource Management Policies in terms of Compensation and Benefits and Reward System and Training and Development of University of Perpetual Help System DALTA had significant impact on intention for retention of teaching employees.
23. Among the three domains of employee engagement; physically, cognitively, and emotionally during role performances, employees were very highly engaged in physical aspect (grand weighted mean= 4.35). This collaborates with the study of Kahn that physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Result implied that teaching employees of UPHSD had high feeling to find their work meaningful, consider workload to be manageable, and have hope about the future of their work. On the other hand, employees exhibited very high engagement towards cognitive aspect (grand weighted mean= 4.31). Result implied that employees were aware about vision and mission of organization, its leaders and working conditions. Lastly, employees demonstrated high engagement towards emotional aspect (grand weighted mean= 4.13). Findings seemed to show that UPHSD must find better ways for employees to empathize more with others at work, and connect in a meaningful way with their co-worker.

CONCLUSIONS

From These Findings, These Conclusions Were Drawn:

1. The major hypotheses were the following: (1) there was no significant difference in the extent of the implementation of selected Human Resource Management Policies on Compensation and Benefits Management and Reward System and Training and Development between the following University of Perpetual Help System Dalta campuses (1.1) Las Pinas and Molino (1.2) Las Pinas and Calamba and (1.3) Molino and Calamba.
2. There was significant difference in the level of employee engagement between the following University of Perpetual Help System DALTA campuses (Las Pinas and Molino) only. On the other hand, there was no significant difference in the level of intention for retention between the following University of Perpetual Help System DALTA campuses (Las Pinas and Calamba), (Molino and Calamba) and (Las Pinas and Molino).
3. There was significant impact in the extent of implementation of selected human resource management policies on Compensation and Benefits Management and Rewards System and Training and Development on employee engagement and intention for retention of employees of University of Perpetual Help System-DALTA.
4. Teaching employees are satisfied in the implementation of Human Resource Policies in the three campuses of the University of Perpetual Help System DALTA. The feeling of bring justly compensated triggered their commitment and intention to stay. Their innate desire to update and develop their careers made them long for further trainings and development. Their personal growth however is hindered by some restricting human resource

policies on attending conferences, trainings and workshops.

RECOMMENDATIONS:

On the Basis of the Findings and Conclusions, the Following Recommendations are Hereby Offered:

1. An internal benchmarking can be conducted within the DALTA system to determine the best practices of each campus in terms of implementation of selected Human Resource Management Policies on Compensation and Benefits Management and Reward System and Training and Development.
2. Designing a performance management system that recognizes and rewards proactive sharing of knowledge and expertise among co-workers can greatly help. Moreover, utilization of on-line system is recommended for more efficient monitoring of employees' performance.
3. Utilization of Training Roadmap is recommended to secure and strengthen appropriate knowledge, skills and abilities that each employee needs to improve. It will also help to address the real gap of a faculty member.
4. HRD must continuously challenge policies pertaining to non-monetary rewards, promotion of faculty members, Medical Privilege and adding up more details for the rewards granted to teaching employees. In terms of Training and Development, the university must have close monitoring for evaluating the trainings attended by the faculty members.
5. A further study can be done considering the non-teaching employees as other respondents.
6. Training and development policies must be monitored according with the Needs Analysis conducted and must be given additional weight in ranking system and promotion. Policies that support professional updating and development must be revisited particularly on out-sourced professional updating.

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