# A Research on HRM Factors Affecting Employee Retention at Huawei Senegal

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**Abstract**

This study puts emphasis on the relationship between human resource management practices (recruitment and selection, training and development, performance appraisal, rewards and recognition…etc.) and employee retention at Huawei in Senegal. Relatively, there is little published research on HRM practices and employee retention in Telecom industry. Such factors have necessitated this research to analyze HRM practices and employee retention at Huawei in Senegal, the influential factors on employee retention at Huawei, the impact of HRM practices on employee retention and organizational success. Data was collected through a survey research methodology. The principal instrument for data collection was a structured questionnaire through a quantitative method. The instrument contained questions that included multiple indicators of human resource management practices and employee retention. Copies of the questionnaire were administered to a convenience sample of 100 of respondents drawn from staff managers and other remaining employees at Huawei in Senegal. Out of this sample, 72 questionnaires were properly answered and returned. The data collected were analyzed using SPSS 20. Data were collected from both primary (questionnaires) and secondary (reviews, articles, journals...etc.) The findings have shown that, first of all, Huawei still uses effective recruitment and selection activities for the purpose of better organizational performance and employee retention in Senegal. Then, research results also show that at Huawei company employee can get access to the necessary training and career development they expect for their job. As far as performance evaluation is concerned, results have shown the two following aspects: on the one hand, respondents' neutrality to the question, which somehow highlights the existence of performance appraisal by a supervisor and on the other hand the fairness of performance appraisal system at Huawei in Senegal. However, as regards to rewards and recognition, respondents avoided part-taking or just consider that the rewards and recognition was not enough at Huawei. Besides, results show that training and career development and salary are among the main factors which contribute more in retaining employees at Huawei. Finally results highlighted, for better employee retention at Huawei, HR should consider the revision of salary scheme, job security, job contract, working conditions, better recognition and reward.

**Keywords:** HRM Practices, Employee Retention, Impact, effective, Senegal

## 1. Introduction

Human resource is the backbone of organizations over the world and undoubtedly the most important resource. When strategically placed they can provide innovative solutions and ensure that organizations achieve competitive advantage. Today the study of HRM practices and employee retention is one of the challenges that many organizations both public and private are facing. Retention of talented employees has become an even greater challenge confronting human resource practitioners because talented candidates in the global job skills market have the luxury of choice (Harris, 2007). Besides, effective HRM practices can however; help organizations to better retain their valued employees. Among the several HRM activities that could elicit some positive employee responses, are recruitment and selection, training and development, performance evaluation practices, promotion practices, compensation and social benefits…etc. These different HRM practices were found to enhance employee retention of organizations.

## 2. Literature Review

This study describes the relationship between human resource practices and the retention of core employees at Huawei in Senegal but with emphasis on its theoretical perspectives. It examines how Human resource practices affect core employee retention and the causes of poor employee commitment and specifically explores relevant literature to identify elements of employee retention strategies that the company setup to retain its Human Capital.

### 2.1 Human Resource management Practices

HRM practices is defined as a set of planned strategies and policies implemented by an organization to ensure organization's human capital efficiently and effectively contributes to the achievement of organizational objectives (Anthony et al., 2002; Mondy et al, 2005).

At the organization level, HRM practices have been identified as a source of business revenue (Mathis et al, 2004). This is because HRM practices such as compensation (offer of attractive rewards to attract and retain skilled manpower), performance appraisal (determine employees' strengths and weaknesses), and training and

development (train potential employees to undertake higher-level tasks) have been considered as the foundation strategies to ensure organization has a group of talented employees that help to increase the organizational productivity and enhance the company's innovativeness.

Human resource management practices play a paramount important role in attracting, motivating, rewarding and retaining employees (Noe, 2008). The latter furthermore states that HRM Practices concerns about management activities such as: investment in staffing, performance management, training and development, compensation and benefits, employee relation, safety and health.

Recently, Saxena and Tiwari (2009) developed another framework of HRM practices which includes: (1) Training and development, (2) Employee- Employee Relations, (3) Recognition through rewards, (4) Culture Building, (5) Career Development, (6) Compensation and Benefits as important HRM Practices. The HR function can be thought of as having six menus, from which firms can choose the most appropriate practices. De Cieri and Kramar (2008, p. 58) state that each of these menus refers to a particular functional area of Human resource management: job analysis/ design, recruitment/ selection, training and development, performance management, pay structure/ incentive/benefits, and labour/ employee relations. The following sections discuss relevant aspects of the literature on some of these HRM practices which affect more employee retention among which recruitment and selection, training and development, performance appraisal and remuneration.

### 2.1.1 Employee Recruitment and Selection

Recruitment is the process for which an organization seeks applicants and attracts potential employees; selection refers to the process by which an organization identifies those applicants with the knowledge, skills, abilities, and other characteristics that will help it achieve its goals (De Cieri & Kramar, 2008, p. 30). The general aim of the recruitment and selection process is to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the organization. That is to say, hiring capable people is an attractive point of departure in the process; but building and sustaining a committed workforce is more likely to be facilitated by the employment of a range of sophisticated human resource management infrastructures (Chew, Y. 2005; Raghuram, Bird, & Beechler, 1993).

### 2.1.2 Employee Training and Development

Some scholars like Storey & Sisson considered that training is not simply a means of arming employees with the skills they need to perform their jobs, but it is also often deemed to be representative of an employer's commitment to their workforce (Storey & Sisson, 1993). It may also be perceived to reflect an overall organizational strategy that involves adding increased value, as opposed to reducing costs. Many of the world's most successful companies are aware that the provisions they make for training and development activities lie at the heart of their ability to attract and retain the best employees for their organization (Bassi & Buren, 1999). Therefore, it becomes an imperative that employers provide an opportunity for their workforce to learn. Then, proactive development schemes will not only improve the capabilities of their team but will also motivate staff and subsequently engender a more loyal employee set (Kyndt, Dochy, Michielsen, & Moeyaert, 2009).

Nowadays, investment in training measures and the implementation of development schemes are becoming increasingly acknowledged as vital elements of HRM (Oakland & Oakland, 2001), and studies across a wide range of industries and sectors have all found a positive correlation between investment in training and employee commitment (Bassi & Buren, 1999). For example, studies completed by Irving and Thomas (1997) and Marchington and Wilkinson (1997) both confirm that employees were more committed to their jobs and the achievement of the objectives of the organization when they felt that the company cared about their training and development needs.

In sum, appropriate training contributes positively to employee retention because it makes employees feel recognized for their strengths, and it creates possibilities to develop their qualities (Kyndt, et al., 2009; Visser, 2001).

### 2.1.3 Performance Management

Performance management is mainly concerned with the individual's performance and development. It is used to ensure that the employee's activities and outcomes are congruent with the organization's goals (De Cieri & Kramar, 2008, p. 61), by focusing on future performance planning and improvement rather than on retrospective performance appraisal. This requires management to act as partners within a framework in which the organization and the personnel together can achieve the results required. For this to occur, managers need a clear understanding of the ways in which performance appraisal can help the organization (Chelladurai, 2006).

In addition, such appraisals can be used as feedback to individuals in order to influence and enhance subsequent performance. It has been argued that the results of performance appraisal of all employees provide insight into the effectiveness of the HR system, the developmental and training needs for the whole organization, and the setting and articulating of organizational goals for the employees (Chelladurai, 2006).

Finally, appraisals cannot be performed effectively unless the line manager or person conducting them has the interpersonal interviewing skills to provide the feedback to people being appraised.

### 2.1.4 Compensation

The remuneration, which an organization gives to its employee, is the primary factor, which reveals the commitment and intention towards the employee and is one of the compelling reasons for an employee to stay in that organization. Pay is an important feature of Human resource management. As De Cieri and Kramar (2008, p. 62) state, the pay system has an important role in implementing strategies within an organization. The way people are paid generally affects the quality of their work, their attitude towards customers, and their willingness to be flexible and learn new skills (Milkovich, Gerhart, & Hannon, 1991).

Some theories find that workers' satisfaction is a function of what they perceive their contributions and job requirements are and what they should receive in return. Thus, employees will feel satisfied with their pay if what they are receiving equates to the time, energy, and effort they contribute, with relation to what other workers receive. If they feel that their efforts and contributions exceed the rewards from the organization and job, especially in pay, dissatisfaction may occur (Ryan & Sagas, 2009). In summary, we can say that finding well‐designed employee benefit packages are effective tools for attracting, motivating, and retaining employees.

### 2.2 Relationship between human resource management practices and their challenges on employee retention

Employee retention is considered as a systematic effort put forward by employers to create and foster an environment that encourages current employees to remain with the organization. Retention strategies strengthen the ability of businesses to attract and retain their workforce. Once the right staff persons have been recruited, retention practices provide the tools necessary to support staff. A strategic approach to employee retention may include adopting effective methods of engagement, safe and healthy workplaces and creating flexible work arrangements. Retention practices help create an inclusive and diverse workforce where barriers are reduced and individuals can participate in the workplace. Workplaces that demonstrate the value they place in their employees and that put into place policies and practices that reflect effective retention practices will benefit, in turn, from worker commitment and productivity. Therefore, retention of key employees is essential for organizational success.

Trulson (2007) suggests the following five employee retention strategies: "maintaining staffing levels, implementing team management, updating recruitment/screening process, addressing compensation issues, and professional development programs'' (p.1). Similarly, HR-Focus suggests "career advancement''. Nowadays it is becomes quite impossible to separate Human resource management practices to employee retention because of the key role that they play in the organization's performance. Thus, a study by Chew et al. (2005) reveals that organizations with a value profile of either elite or leadership, complemented with strategic HRM effectiveness will enhance financial performance.

Huselid (1995) identified a link between organization-level outcomes and groups of high performance work practices. Instead of focusing on a single practice (for example recruitment and selection), the simultaneous use of multiple sophisticated human resource practices was evaluated. He concluded that the sophistication of those practices was significantly related to turnover, organizational productivity, and financial performance.

Delery and Doty (1996) in their research affirmed that the existence of formal or informal policies have many strategic implications that should affect employee retention. Some empirical works have consistently found that use of effective human resource management initiatives enhances employee retention and productivity of an organization. Specifically, selective recruitment and training procedures, working environment, Labour-management participation programs, and performance appraisal, promotion, and incentive compensation systems that recognize and reward employee merit have all been linked with valued firm-level outcomes (Huselid, 1995; US Department of Labour, 1993).

Furthermore, the earlier research into human resource management practices used sample units consisting of businesses from a wide range of industries (Becker and Huselid, 1999; Huselid, 1995; Pfeffer, 1994; US Department of Labour, 1993: Walsh and Taylor, 2007). Few studies, however, have examined the impact of human resource management practices on employee turnover and retention specific to such industries.

Research indicates that, hiring and training a replaced worker for a lost employee costs approximately 50% of the workers' annual salary (Johnson et al., 2000); interestingly, the cost do not end there. Each time an employee leaves a firm, it is assumed that productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, the loss of intellectual capital contribute to this loss because not only do lose human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets.

From literature review it is recognized that human resource management play a key role in employee retention (Irshad, M. 2011). Researchers find that human resource management practices in compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice can help to reduce absenteeism, employee retention and better quality work (Meyer and Allen, 1991; Solomon, 1992; Snell and Dean, 1992…etc.).

According to Osteraker (1999), the employee satisfaction and retention are considered the Cornerstone for the success of an organization. Past study divided it into social, mental or physical Dimension. The grouping is based on social contacts at works, characteristics of the work task or the physical and material circumstances associated with work. The retention factors of the mental dimension are work characteristics, employees are retaining by flexible tasks where they can use their knowledge and see the results of their efforts. The social dimension refers to the contact employees have with other people, both internal and external. The physical dimension consists of working conditions and pay. In order to retain employees, the organization needs to gain information about the dynamics that characterized the motivation to work.

Van Knippenberg (2000) suggested that employees become more loyal and stay in the organization when they identify themselves within a group and contribute to the performance as a group. This suggestion relies on work performed by Locke and the goal setting theory that he developed. The goal is team performance and the individual feeling part of the group. The focus of Locke was on the goal, but in order to reach the goal one must associate oneself with the group and task.

## 2.3 Research Questions

In the current study, the researcher will only focus on some selected HRM Practices (recruitment and selection, training and development, performance appraisal, rewards and recognition…etc.) in order to gain better insights into the process of their relationship with employee retention at Huawei in Senegal. Therefore, key research questions will be formulated to guide this research.

1. How does literature show the relationship between human resource management practices and employee retention?
2. Does recruitment and selection have a strong impact on employee retention at Huawei in Senegal?
3. Does training and development have a strong impact on employee retention at Huawei in Senegal?
4. Is employee performance fairly evaluated by supervisors at Huawei and what is the impact that this performance evaluation on employee retention at Huawei in Senegal?
5. Does Huawei perform any rewards and recognition practices for better employee retention strategies?

## 3. Research Methodology

In order to give a clear answer to the above stated questions, a cross-sectional survey research with descriptive design was conducted at Huawei Company in Senegal. An inductive quantitative was adopted in this research work. The principal instrument for data collection was a structured questionnaire. The instrument contained questions that included multiple indicators of human resource management practices and employee retention. Copies of the questionnaire were administered to a convenience sample of 100 of respondents drawn from staff managers and other remaining employees at Huawei in Senegal. Out of this sample, 72 questionnaires were properly answered and returned. The data collected were analyzed using Statistical Package for Social Sciences (SPSS 20).

## 4. Analysis and Interpretation of Results

The methodology highlight of the study is followed by presentation of data, the analysis and interpretation of results.

**Table 1 Applicants are fully informed about the qualifications required to perform the job before being hired**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 8 | 11.1 | 11.1 | 11.1 |
|  | Disagree | 10 | 13.9 | 13.9 | 25.0 |
|  | Neutral | 18 | 25.0 | 25.0 | 50.0 |
|  | Agree | 33 | 45.8 | 45.8 | 95.8 |
|  | Strongly Agree | 3 | 4.2 | 4.2 | 100.0 |
|  | Total | 72 | 100.0 | 100.0 |  |

Table1 above shows the effectiveness and efficiency of employee recruitment and selection at Huawei in Senegal. 45.8% of respondents "Agree" on the fact that Huawei recruits and selects its personal with adequate recruitment channels.

**Table 2 I get training I need to do my job well**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 4 | 5.6 | 5.6 | 5.6 |
| | Disagree | 12 | 16.7 | 16.7 | 22.2 |
| | Neutral | 12 | 16.7 | 16.7 | 38.9 |
| | Agree | 36 | 50.0 | 50.0 | 88.9 |
| | Strongly Agree | 8 | 11.1 | 11.1 | 100.0 |
| | Total | 72 | 100.0 | 100.0 | |

Table2 above also shows that at Huawei company employee can get the necessary training and their career development they expect for their job. That's why, in the results of our analysis it appears that 50% of respondents answered with "Agree".

**Table 3 Performance Appraisal is fairly done by the supervisor**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 9 | 12.5 | 12.5 | 12.5 |
| | Disagree | 4 | 5.6 | 5.6 | 18.1 |
| | Neutral | 42 | 58.3 | 58.3 | 76.4 |
| | Agree | 15 | 20.8 | 20.8 | 97.2 |
| | Strongly Agree | 2 | 2.8 | 2.8 | 100.0 |
| | Total | 72 | 100.0 | 100.0 | |

Results from table3 show that 58.3% of respondents answer "neutral" and that 20.8% of respondents answered "Agree" these results highlight two aspects: on the one hand, respondents' neutrality depicts the existence of performance appraisal by a supervisor and on the other hand, the figure of 20.8% "Agree" shows that there is still fair performance appraisal system at Huawei in Senegal.

**Table 4 Rewards & Recognition**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Disagree | 12 | 16.7 | 16.7 | 16.7 |
| | Disagree | 5 | 6.9 | 6.9 | 23.6 |
| | Neutral | 43 | 59.7 | 59.7 | 83.3 |
| | Agree | 8 | 11.1 | 11.1 | 94.4 |
| | Strongly Agree | 4 | 5.6 | 5.6 | 100.0 |
| | Total | 72 | 100.0 | 100.0 | |

As it is indicated in the above table, most of the respondents answered to "Neutral" to the question of rewards and recognition at Huawei in Senegal with 59.7%. Yet, 11.1% of respondents answer with "Agree", and 16.7% answered "Strongly disagree"

**Table 5 Factors influencing you to remain at Huawei**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | salary | 18 | 25.0 | 25.0 | 25.0 |
| | Career Development | 39 | 54.2 | 54.2 | 79.2 |
| | Working conditions | 2 | 2.8 | 2.8 | 81.9 |
| | Recognition and reward | 2 | 2.8 | 2.8 | 84.7 |
| | Company Image in the society | 11 | 15.3 | 15.3 | 100.0 |
| | Total | 72 | 100.0 | 100.0 | |

In the selection of HRM factors that influence employees to stay at Huawei company, the above table has shown the following results: with 54.2% of respondents answered and focused on career development, 25.0% of respondents answered salary, then 15.3% of respondents answered for company image in the society and finally comes the lowest rated respectively working conditions (2.8%) and recognition and rewards (2.8%)

**Table 6 Other strategies that Huawei should include or improve to retain its employees for a long period of time.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | revision of salary scheme | 4 | 5.6 | 5.8 | 5.8 |
| | job security | 2 | 2.8 | 2.9 | 8.7 |
| | revision of job contract | 1 | 1.4 | 1.4 | 10.1 |
| | revision of working conditions | 5 | 6.9 | 7.2 | 17.4 |
| | better recognition and reward | 3 | 4.2 | 4.3 | 21.7 |
| | any combination of 2 or more answers | 50 | 69.4 | 72.5 | 94.2 |
| | Others | 4 | 5.6 | 5.8 | 100.0 |
| | Total | 69 | 95.8 | 100.0 | |
| Missing | System | 3 | 4.2 | | |
| Total | | 72 | 100.0 | | |

Results have shown in the above table (table6), respondents suggest improving employee retention strategies at Huawei. And thus, as we can see it on (table5)  69.4% of respondents answered with "any combination of 2 or more answers".  This means that for better employee retention at Huawei, HR should consider the revision of salary scheme, job security, job contract, working conditions, better recognition and reward.

**Table 7  Impact of HRM Practices and Employee Retention**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Recruitment and Selection | 31 | 43.1 | 43.1 | 43.1 |
| | Training and Development Practices | 31 | 43.1 | 43.1 | 86.1 |
| | Performance evaluation practices | 1 | 1.4 | 1.4 | 87.5 |
| | Working conditions | 7 | 9.7 | 9.7 | 97.2 |
| | Others | 2 | 2.8 | 2.8 | 100.0 |
| | Total | 72 | 100.0 | 100.0 | |

Results from table7 show that for most of the employees, recruitment and selection, and training and development are the main Human resource management practices that influence on employee retention with respectively 43.1% of respondents answered "recruitment and selection" and 43.1% of respondents also answered "training and development", and finally 9.7% respondents answered "working conditions"

## 5.  Discussion

The analyses above were carried out in order to answer our research questions that are to search on the relationship between some selected human resource management practices (recruitment and selection, training and development, performance appraisal, rewards and recognition…etc.) and employee retention at Huawei in Senegal. Therefore, based on the findings, one can first of all see the effectiveness and efficiency of employee recruitment and selection at Huawei in Senegal. 45.8% of respondents "Agree" therefore, the conclusion we can have is that Huawei recruits and selects its personal with adequate recruitment channels as it was also mentioned in our previous work. Research results also show that at Huawei company employee can get the necessary training and their career development they expect for their job. That's why, in the results of our analysis it appears that 50% of respondents answered with "Agree". Then as far as performance evaluation is concerned, we come up with the following results 58.3% of respondents answer "neutral" and that 20.8% of respondents answered "Agree "which highlight two aspects: on the one hand, respondents' neutrality depicts the existence of performance appraisal by a supervisor and on the other hand, the figure of 20.8% "Agree" shows that there is still fair performance appraisal system at Huawei in Senegal. Moreover, from the findings in table4, most of the respondents answered to "Neutral" to the question of rewards and recognition at Huawei in Senegal with 59.7%. Yet, 11.1% of respondents answer with "Agree", and 16.7% answered "Strongly disagree". In this case, the conclusion that may be drawn is that respondents avoided part-taking or just consider that the rewards and recognition was not enough. In the selection of HRM factors that influence employees to stay at Huawei company, the above table has shown the following results: with 54.2% of respondents answered and focused on career development, 25.0% of respondents answered salary, then 15.3% of respondents answered for company image in the society and finally comes the lowest rated respectively working conditions (2.8%) and recognition and rewards (2.8%) To conclude, one can see that employees at Huawei are more concerned with their training and career development and salary which contribute more in retaining employees at Huawei. Results have shown in the above table (table6), respondents suggest improving employee retention strategies at Huawei. And thus, as we can see it on (table5)  69.4% of respondents answered with "any combination of 2 or more answers".  This

means that for better employee retention at Huawei, HR should consider the revision of salary scheme, job security, job contract, working conditions, better recognition and reward. With results from table 7, we come up to the conclusion that for most of the employees at Huawei in Senegal, recruitment and selection, and training and development are the main Human resource management practices that influence on their retention with respectively 43.1% of respondents answered "recruitment and selection" and 43.1% of respondents also answered "training and development", and finally 9.7% respondents answered "working conditions"

## 6.    Conclusion and Recommendation

The results from this study indicate that human resource management practices have some effects on employee retention at Huawei in Senegal. From literature review it is recognized that human resource management play a key role in employees' retention (Irshad, M. 2011). First and foremost Huawei Company recruits and selects their employees through effective and efficient recruitment and selection activities, which therefore impacts positively on the organizational performance and employee retention in Senegal. Then, results also indicate that at Huawei employees are getting access to the necessary training and career development they expect for their job. Besides, results have shown the two following aspects as regards to employee performance appraisal: first, respondents' were neutral to the question, which somehow highlights the existence of performance appraisal by a supervisor and second, the fairness of performance appraisal system at Huawei in Senegal. However, as regards to rewards and recognition, respondents avoided part-taking or just consider that the rewards and recognition was not enough at Huawei. In addition to that findings also show that training and career development and salary are among the main factors which contribute more in retaining employees at Huawei. Finally, for better employee retention at Huawei, HR should consider the revision of salary scheme, job security, job contract, working conditions, better recognition and reward. Based on the findings of this work, the researcher would suggest Huawei HR Managers, other Department Managers and the management in all to reconsider employees' worries (job security, work environment, salary, and rewards and recognition) in order to retain key and potential employees of Huawei in Senegal.

## 7.    Research Limitations and Future and prospects

The current paper was not a holistic work as it mainly focused on studying the effects of some selected human resource management practices (recruitment and selection, training and development, performance appraisal, rewards and recognition…etc.) on employee retention at Huawei in Senegal. Data collection issue was the hardest task and challenge for the researcher. However, for future prospects, the current paper will be more exhausted because that paper will extend the study on analyzing the relationship between HRM Practices and employee retention with the mediating role of job satisfaction and organizational commitment. Besides, correlations and regression model would be applied to the research in order to show clearly the relationship between HRM Practices and the impact of the latter in retention.

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