

Human Resource Management and Employee Retention of SIDC

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Abstract— *Human Resource Management is truly necessary for an organization to meet its obligations towards its major stakeholders, shareholders, employees, and society. The variables that were used to assess the human resource management practices were career development, training and development, performance appraisal, rewards and compensation, and health and safety. All variables showed an acceptable quality result which indicates the employees agree that SIDC employs effective human resource management practices. The respondents in terms of career development terms of career development got a weighted mean of 1.45 which is verbally interpreted as strongly agree. Training and development got a weighted mean of 1.59 and performance appraisal also got a weighted mean of 1.80 both variables are verbally interpreted as agree. Next is rewards and compensation, which got a weighted mean of 1.43, and health and safety which got a weighted mean of 1.51 both are verbally interpreted as strongly agree. The assessment of the significant relationship between the respondent's assessments in employee retention showed a positive strong relationship all variables have a P-value of 0.00 which is verbally interpreted as significant. A proposed extension activity was designed in order to further improve the human resource management practices and employee retention strategies of SIDC.*

Keywords: *employee retention, human resource management, attrition and human capital*

I. INTRODUCTION

Human Resource Management is truly necessary for an organization to meet its obligations towards its major stakeholders, shareholders, employees, and society. To fulfill these obligations and to earn long-term corporate objectives, management must first develop a harmonious relationship between the organization and its employees. Similarly, each party must clearly understand each function to maintain the smooth flow of work within an organization. Employees are expected to consistently perform the task assigned to them effectively and efficiently while fulfilling the standards and following the rules and regulations set by an organization they are also expected by the management to be responsible in their functions, eager to learn more skills, and responsive to the business needs.

The human resource management practices are important factors for ensuring the relation of the employees. Employee retention is a reciprocal kind of relationship between the employer and the employee. Like the nature of bilateral relationships, it is a precondition for any commitment. For instance, if the organization is not committed to its employees and employees realize that their company is not committed to them that would affect the commitment relationship negatively. Therefore, commitment cannot be one-sided, it must be mutual to achieve organizational goals. When the human resource management practices employed by a company are outstanding it gives the employees the motivation to stay and showcase their potential and other skills at work. On the other hand, when human resource management practices are neglected people tend to leave and look for other companies which will give them a better

opportunity (Mendoza, 2018).

Organizational culture involves bringing together values, company vision, beliefs and traditions, and working rules that a firm has adopted over time. The human resource system plays a crucial role in influencing the organizational culture within the business premises. Establishing company standards, procedures, and guidelines allow the employees to know and learn acceptable behaviors and practices on workplace premises. For instance, a policy may be in place stating that punctuality is vital within the firm to promote time management skills among employees (HRZone, 2017).

Human resource management and its practices gained amplified interest among the researcher due to its impact on the operations and other activities of Soro-Soro Ibara Development Cooperative. SIDC, an adopted organization of the University asked the researcher for some activities which the University may provide them to further improve their performance during these times of pandemic. The issue about the human resource management practices which involves the high churn rate / attrition rate and its relationship to employee retention was raised in one of the events of SIDC and BatSTATEU and what could be done to mitigate it. As the extension coordinator of the department, doing such research would to the extension activities of the department and create the desired output that would assist SIDC. The main endeavor of this study was to explore and identify the human resource management and employee retention of SIDC.

II. OBJECTIVES

Employee retention is very essential for the existence of any organization that wants to maximize profit and wants

better customer service and workforce stability. Employee retention is aided by job satisfaction and non-turnover intention. It is also the feeling of devotion that employees have towards the organization they work for, which largely depends on the extent to which they believe in the values, norms, orientations, and aims of the organization prosperous. Generally, this research was conducted to assess the human resource management and employee retention of SIDC. In addition, this study was geared toward a deeper understanding of how employee retention in the organization is affected by human resource management practices. The present study sought to identify the human resource management practices which would help to create positive opinions towards the organization and higher employee retention that would benefit SIDC. The recommendations drawn from the findings and conclusions of the study would be useful if adopted by the selected organization. The researcher as an educator teaching human resources would also benefit from the importance of the role of the human resource to every organization and to every employee, as they need to retain and perform the task efficiently and effectively.

The objective of this study was about the Human Resource Management and Employee Retention of SIDC. To find out the effect of human resource management and employee retention, it sought to answer the following questions:

1. How do the respondents assess the HRM practices of SIDC in terms of:
 - 1.1 Career Development
 - 1.2 Training and Development;
 - 1.3 Performance Appraisal;
 - 1.4 Reward and Compensation;
 - 1.5 Health and Safety;
2. How do the respondents perceive the employee retention in SIDC?
3. Is there a significant relationship between the Human Resource Management Practices and employee retention?
4. What extension activities may be proposed to SIDC's Human Resource Department enhance employee retention?

III. MATERIALS AND METHODS

The researcher used the descriptive method of research. Descriptive method research is used to describe the characteristics of a population or phenomenon being studied, also it is the involving collection of data to test a hypothesis or to answer questions concerning the current status of the subject of the study.

Specifically, the researcher used the descriptive survey to get more accurate findings and information because it follows a concrete procedural process that is relevant to making this paper a reality. This approach is appropriate whenever the object of any class varies among themselves and one is interested in knowing the extent to which different conditions are obtained among these objects (Paler et al. 2004).

This method is appropriate to the study because most organizations today find difficulties in managing their human resources. Moreover, this also ensures to answer the questions raised since it followed certain processes in collecting and obtaining the necessary and accurate information in making this paper.

The respondents of this study were human resource practitioners and anyone who is involved in implementing the Human Resource Management and Employee Retention of SIDC. The researcher chose them because they can give the appropriate information in making this study. The total number of employees involved in the study was determined using the Raosoft calculator. There were 280 employees from the different clusters of SIDC who participated in this study.

Sampling is a process of selecting/drawing data from many sources, i.e. from a variety of people, objects, textual materials, audio-visual and electronic records. It can also obtain a representative set of data and information, which can be extrapolated to the total population. In getting the sample size, the researcher used the Raosoft calculator to determine the total number of population or respondents. The target size of individuals was selected randomly from the total members of the employees of SIDC.

In conducting the actual survey, the researcher used a standardized questionnaire that was distributed to the employees of SIDC. The researcher used non-probability sampling a sampling procedure that does not afford any basis for estimating the probability that each item in the population has of being included in the sample. In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. In other words, under non-probability sampling, the organizers of the inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they so select out of a huge one will be typical or representative of the whole.

The study made use of the primary data that was gathered by the researcher through the use of a survey questionnaire. According to Gibson et al. (2006), the survey technique was a useful diagnostic approach in collecting data or information about a person's opinion or reaction to an event or an organization's programs, especially in studies of change that involves an entire organization. Through the use of a survey questionnaire in collecting data, respondents' perceptions and reactions to present the study about the Human Resource Management and Employee Retention of SIDC.

The survey questionnaires are very useful for the collection and accumulation of a great deal of specific information as needed by the researcher. Most items in the questionnaire came from books, especially on retention factors and some parts are from published theses and journals to form comprehensive and reliable research material.

A Likert scale was used to determine the effects of human resource management practices on employee retention. Generally, the study used a scale of 1-4 to interpret and

computer weighted mean and composite mean of the effects of human resource management on employee retention in SIDC.

Four-Point Type Scale

Numerical value	Mean range	Verbal interpretation
1	1.00-1.49	Strongly Agree / Strong Intention
2	1.50-2.49	Agree / Moderate Intention
3	2.50-3.49	Disagree / Neutral
4	3.5-4.00	Strongly Disagree / Very Weak Intention

The researcher used a standardized questionnaire to complete the study. The questionnaires were used since it is beneficial to gather the data for the new study. The researcher read different journals and articles on the internet related to Human Resource Management Practices for the formulation of survey forms and further acquisition of ideas and notions about the topic.

The researcher asked for approval from the research adviser, panelists, experts, and statistician for validation, and the researcher start the actual survey immediately after its approval. The questionnaire was uploaded using google forms and it was handed down to the HR of SIDC for approval and distribution. The distribution was done easily because SIDC is one of the adopted organizations of the university. The distribution and retrieval of the data and questionnaires started on October 10, 2021, and ended on November 5, 2021

The researcher used different statistical tools to analyze the result of the primary data gathered through the survey based on the statement of the problem.

Percentage and Frequency. This was used to describe the frequency distribution was evaluated in percentage. This was used to determine the human resource management practices of SIDC in terms of

Career Development, Training and Development, Performance Appraisal, Reward and Compensation and Health and Safety.

Weighted Mean. It was used to determine the average score of responses based on the effects of Human Resource Management practices on employee retention of SIDC.

Pearson R. This tool was used to provide p values and R-values of HRM practices and Employee Retention

IV. RESULTS AND DISCUSSIONS

This section shows the assessment of the HRM practices of SIDC in terms of Career Development.

Table 1. Assessment on the HRM practices of SIDC in terms of Career Development

Career Development Quality	Weighted mean	Verbal Interpretation
In my organization leadership development programs are conducted to prepare employee responsibilities	1.58 Practiced	Agree
In my organization there are structured career development plans for employees	1.77 Moderately Practiced	Agree
In my organization there is a self-assessment process practiced that helps to choose the appropriate career	1.70	Agree
In my organization there is a routine to transfer employees from one job to another in different departments to develop skills and experience.	1.69	Agree
I am very committed to this organization and I think I will never leave this organization	1.72	Agree
In my organization there is a clear structure of two-way communication between employee and managers regarding the employee performance	1.68	Agree
COMPOSITE MEAN	1.69	Agree

The table reveals the assessment of the HRM practices of SIDC in terms of Career Development which has a composite mean of 1.69 and is verbally interpreted as Agree.

This connotes that the respondents consider that SIDC is moderately practicing or implementing programs for career development and advancement in the operations of the organization. According to Mrs. Winnie Garcia, the learning and development manager of SIDC, they have regular webinars and activities that eventually, assist the employees to determine their career with the organization and keep their spirits high and aim for a better position. She also cited some sample programs and career advancement activities like work-shadowing and job rotations to determine if the employees would perfectly fit in their desired position or department. It demonstrates that the organization has a clear career path for its individual employees.

A career development path provides employees with an ongoing mechanism to enhance their skills and knowledge

that can lead to mastery of their current jobs, promotions, and transfers to new or different positions. Implementing career paths may also have a direct impact on the entire organization by improving morale, career satisfaction, motivation, productivity, and responsiveness in meeting departmental and organizational objectives. Career paths and career ladders are two traditional methods by which an employee can develop and progress within an organization. Career ladders are the progression of jobs in an organization's specific occupational fields ranked from highest to lowest based on level of responsibility and pay. Career paths encompass varied forms of career progression, including the traditional vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization, and encore careers. Employees usually feel more engaged when they believe that their employer is concerned about their growth and provides avenues to reach individual career goals while fulfilling the company's mission. In the early part of the 20th century, career choice and career progression were dictated by tradition, socioeconomic status, family, and gender. For most men, career choice—and status within those careers—was determined what their fathers and other male family members had done before them. For women, the career choice options were even more limited by convention and social mores. Career progression and career ladders were almost nonexistent (SHRM, 2021).

The highest-ranking item in the table states that “In my organization, there are structured career development plans for employees” with a mean of 1.77. It was followed by the statement which states that “I am very committed to this organization and I think I will never leave this organization” with a mean of 1.72. Next, is the statement states that “In my organization, there is a self-assessment process practiced that helps to choose the appropriate career” with a mean of 1.70. It was followed by the statement which states that “In my organization, there is a routine to transfer employees from one job to another in different departments to develop skills and experience” with a mean of 1.69. Next is the statement states that “In my organization, there is a clear structure of two-way communication between employee and managers regarding the employee performance” with a mean of 1.68. And the item with the lowest mean states that “In my organization leadership development programs are conducted to prepare the employee for responsibilities” with a mean of 1.58. All items have a verbal interpretation of Agree.

The result showed that the employees recognize the career development plans and programs of the institution which intends to mold them into better employees. It is important to orient and informs the employees about such a process in order to keep them motivated and avoid high employee turnover. It is due to the reason that when employees are motivated, they tend to be more productive and efficient. Aside from that, they also contribute to the overall growth and development of the whole institution which is not only

beneficial to that individual employee but it is also beneficial to the whole organization as well.

Career development is always changing based on the needs and experiences of an individual. As soon as their mindsets changed, they are very likely to change their careers. Those people who were satisfied with their previous careers might also consider changing their career choices due to the effects of people and events surrounding them. As soon as their mindsets changed, they are very likely to change their careers. Those people who were satisfied with their previous careers might also consider changing their career choices due to the effects of people and events surrounding them. As soon as their mindsets changed, they are very likely to change their careers. Those people who were satisfied with their previous careers might also consider changing their career choices due to the effects of people and events surrounding them. As soon as their mindsets changed, they are very likely to change their careers. Those people who were satisfied with their previous careers might also consider changing their career choices due to the effects of people and events surrounding them (Mcintyre, 2018).

Table 2. Assessment on the HRM practices of SIDC in terms of Training and Development

Training and Development	Weighted mean	Verbal Interpretation
In my organization, during working hours training programs are conducted regularly	1.65	Agree
In my organization there is a structured employee development programs such as long-term training, and scholarships offerings to develop skills and knowledge of employees	1.74	Agree
In my organization, a senior employee, manager or supervisor is assigned to help, support and guide when a new employee joins to work.	1.69	Agree
In my organization there is a clear process of identifying and planning of the workforce development to retain key talents (employees)	1.66	Agree

In my organization, employees given time-off from the job to attend training programs that are conducted out-side of the organization	1.68	Agree
In my organization, a senior employee, manager or supervisor is assigned to help, support and guide when a new employee joins to work	1.69	Agree
COMPOSITE MEAN	1.69	Agree

Table 2 tells the assessment of the HRM practices of SIDC in terms of Training and Development which has a composite mean of 1.69 and is verbally interpreted as Agree.

This means that the respondents concur that SIDC is moderately practicing or showcasing different programs for training and development that helps individual employees achieve their full potential as empowered worker. As mentioned by Mr. Anghel Del.

Rosario, the HR manager of SIDC, they are periodically looking for different speakers who can help them improve the mindset as well as the knowledge of their employees in terms of the task which they have in their respective departments. He also added that different departments require different pieces of training and all of these training are necessary to meet their deliverables. It was also mentioned that training is important to ensure that employees are knowledgeable and ready before they are allowed to work in their stations and ensure that errors are mitigated.

Employee training and development programs are essential to the success of businesses worldwide. Not only do these programs offer opportunities for staff to improve their skills, but also for employers to enhance employee productivity and improve company culture. They also can reduce employee turnover — and a 2020 Work Institute study shows just how important that can be for a company’s bottom line. Voluntary employee turnover, according to the report, costs U.S. businesses more than \$630 billion annually. It’s no surprise that employees who get regular opportunities to learn, develop, and advance is more likely to stay with a company. Bob Nelson, author of 1,001 Ways to Engage Employees, reports that learning and development are among the top factors in employee engagement. Employee training and development programs are critical for enhancing employee performance. In fact, a 2019 report published in The International Journal of Business and Management Research indicates that 90% of employees surveyed agreed or strongly agreed that training and development programs improved their job performance. Whether they are cross-training to understand multiple roles or moving into new positions, employees can prepare for additional responsibilities through training and development

opportunities. Training and development programs can help employees learn the skills they need in their current roles and introduce leadership skills and software knowledge they will need in the future. One form of training, apprenticeship, allows employees to start as trainees and progress to a higher-level role (Ross, 2013).

The highest-ranking item in the table states that “In my organization, there is a structured employee development programs such as long-term training, and scholarships offerings to develop skills and knowledge of employees” with a 1.74 mean. It was followed by the items stating that “In my organization, a senior employee, manager or supervisor is assigned to help, support and guide when a new employee joins to work” and “In my organization, a senior employee, manager or supervisor is assigned to help, support and guide when a new employee joins to work” with a 1.69 mean. Next is the item states that “In my organization, employees are given time off from the job to attend training programs that are conducted outside of the organization” with a 1.68 mean. It was followed by the item states that “In my organization, there is a clear process of identifying and planning of the workforce development to retain key talents (employees)” with a

1.66 mean. The lowest ranking item on the table states that “In my organization, during working hours training programs are conducted regularly” which has a mean of 1.61. All of the items on the table are verbally interpreted as agree.

The result showed that the employees see that SIDC has good training and development programs for their individual employees. It is evidently seen in the long-term training and scholarships given to employees. Employees who are under training with potential are given the chance to handle positions that might be deemed critical for the organization. The only problem of the organization when it comes to this area is the regular conducting of training and development programs for employees.

Training and development are one of the key HR functions. Most organizations look at training and development as an integral part of the human resource development activity. The turn of the century has seen an increased focus on the same in organizations globally. Many organizations have mandated training hours per year for employees keeping into consideration the fact that technology is deskilling the employees at a very fast rate. So, what are training and development then? Is it really that important to organizational survival or they can survive without the former? Are our training and development one and the same thing or are they different? Training may be described as an endeavor aimed to imFor training to be effective it has to be a planned activity conducted after a thorough need analysis and target at certain competencies, most important it is to be conducted in a learning atmosphere (Shareef, 2015).

Table 3. Assessment on the HRM practices of SIDC in terms of Performance Appraisal

Performance Appraisal	Weighted mean	Verbal Interpretation
In my organization, every year there is a performance evaluation of the employees and managers to assess we achieve the agreed targets	1.65	Agree
In my organization, there is a periodic review and evaluation of employees and managers performance every year or 2 years	1.74	Agree
In my organization, financial (money) rewards are given for good performance	1.71	Agree
In my organization feedbacks are provided to employees on what is expected from the duties assigned	1.65	Agree
In my organization employees are given meaningful task along with freedom to make own decisions in relations with the job employee performs	1.66	Agree
In my organization there is clear structure of succession planning	1.66	Agree
COMPOSITE MEAN	1.68	Agree

The results showed that the respondents concur that SIDC utilizes a particular and periodical review of an employee's job performance and overall contribution to their company.

The purpose of a performance appraisal is two-fold: It helps the organization to determine the value and productivity that employees contribute, and it also helps employees to develop in their own roles. A performance appraisal is meant to be the complete opposite. Often, the culprit is in the way the appraisal is conducted via the use of language. Because a performance appraisal is meant to provide constructive feedback, it is crucial that appropriate language and behavior are used in the process. The appraiser, often a supervisor or manager, will provide the employee

with constructive, actionable feedback based on the assessment. This in turn provides the employee with the direction needed to improve and develop in their job. Based on the type of feedback, a performance appraisal is also an opportunity for the organization to recognize employee achievements and future potential. Conducting a performance review with an employee requires skill and training on the part of the appraiser. The negative perception that is often associated with the performance appraisal is due in part to a feeling of being criticized during the process (Valamis, 2018).

The highest-ranking item in the table states that "In my organization, there is a periodic review and evaluation of employees and managers performance every year or 2 years" with a mean of 1.74. It was followed by the item states that "In my organization, financial (money) rewards are given for good performance" with a mean of 1.71. Next are the items that state that "In my organization, there is a clear structure of succession planning" and "In my organization employees are given meaningful tasks along with the freedom to make own decisions in relation to the job employee performs" with a 1.66 mean. And the lowest ranking items on the table state that "In my organization, every year there is a performance evaluation of the employees and managers to assess we achieve the agreed targets" and "In my organization feedbacks are provided to employees on what is expected from the duties assigned" both have 1.65 mean. All items are verbally interpreted as agreeing.

The high-ranked items on the table show that the employees do agree that SIDC has a way of measuring and analyzing employee performance and they are also appraising it periodically. It is important to perform an appraisal to assess the employee's performance and keep them motivated and stay focused. The period covered needs to be also considered in order to ensure that the variables that will be measured are valid and conforms to the qualifications set by the company and the industry.

The process of performance appraisal is designed to tackle problem behavior and there is an underlying assumption that all employees in an organization must go through this appraisal to address the problem. It was defined as a process designed to improve organizational, team, and individual performance. Performance management is a joint process that involves both the supervisor and the employee who identify common goals, which correlate to the higher goals of the institution. Graphical rating scales constitute the most used method during performance appraisal in most organizations. A graphic rating scale in this context entails a performance appraisal rating checklist. Using the checklist, the manager simply rates the employee on a continuum that may range from poor to excellent depending on the aspect being evaluated. The popularity of graphical rating scales was used to assess jobs. Such scales are also considered as requiring minimal cost, training effort, and time. Graphical rating scales constitute the most used method during performance

appraisal in most organizations. A graphic rating scale in this context entails a performance appraisal rating checklist. (Woods, 2012).

Table 4. Assessment on the HRM practices of SIDC in terms of Reward and Compensation

Rewards and Compensation	Weighted mean	Verbal Interpretation
In my organization, employees are given paid leave and paid organizational trips and other non-financial benefits	1.61	Agree
In my organization, pay rise, bonus and other financial rewards are offered to employees based on their performance and length of service	1.71	Agree
In my organization employees who excel in their tasks are recognized (giving awards such as employee of the month or year) by celebrating the achievement of employee.	1.64	Agree
I am very satisfied with my organization and intend to stay with the organization	1.65	Agree
I am very happy and comfortable with my organization	1.64	Agree
I have no intention to leave the organization soon	1.68	Agree
COMPOSITE MEAN	1.66	Agree

The table reveals the assessment of the HRM practices of SIDC in terms of rewards and compensation with a composite mean of 1.66 and verbally interpreted as agree.

This means that the respondents accept that SIDC is moderately practicing a reward and compensation program that caters to their expectations and makes them feel satisfied with the way the management applies it to their operations. As stated by Edgar Mendoza, the research head of SIDC, the rewards, and compensation received by employees allows them to stay at SIDC and appreciate the benefits given to them. It includes different loan offerings or programs which is designed to help those employees who are having financial difficulties. Aside from that the incentives and benefits given by SIDC allow them to be more flexible and perform better in the organization. Groceries and other basic needs are also given to deserving employees including the use of service

vehicles for their own convenience. And doing so prevents the employees from leaving and looking for companies that will give them better opportunities.

According to Razzi (2014) compensation consists of monetary payments and rewards that go to employees. This includes direct financial payments such as wages, salaries, incentives, bonuses, and commissions. In addition, all indirect payments in the form of benefits such as insurance and vacation are forms of compensation. Compensation rates are determined by an assessment of how valuable the job itself is to an organization, by economic forces in the labor market, by wages that competitors pay, by the level of education and specialized training needed, and in unionized firms, by negotiation.

The highest-ranking item on the table states that “In my organization, pay rise, bonus and other financial rewards are offered to employees based on their performance and length of service” with a 1.71 mean. It was followed by the item which states that “I have no intention to leave the organization soon” with a 1.68 mean. Next is the item which states that “I have no intention to leave the organization soon” with a 1.65 mean. Next are the items which state that “In my organization employees who excel in their tasks are recognized (giving awards such as employee of the month or year) by celebrating the achievement of employee” and “I am very happy and comfortable with my organization” both having a mean of 1.64. The lowest ranking item on the table states that “In my organization, employees are given paid leave and paid organizational trips and other non-financial benefits” with a 1.61 mean. All items are verbally interpreted as agree.

The results showed that the SIDC is evidently showcasing and making their employees feel that they really matter. It is important to give what the employees need in order to meet their expectations and keep them happy. Aside from that giving credit where credit is due will definitely make individual employees that the management is doing their part and making their employees feel that they are not just a part of a company but they are also a part of a big family.

Rewards and compensation are considered indirect compensation; that is, they are payments beyond wages and salaries that are given to employees as a reward for organizational membership. Benefits can be categorized into several types: required and voluntary security, retirement, time off, insurance and financial, and social and recreational. Organizations commonly provide health, dental, disability, and life insurance coverage for employees and sometimes for their families. The cost of these plans may be paid entirely by the company or shared with the employee. Also, employees usually receive some pay for the time that they do not work, such as vacations, sick days, and holidays. Retirement programs are also a common benefit. Some organizations provide benefits such as counseling, wellness programs, credit unions, legal advice, and tuition reimbursement for educational expenses, on-site child care, or emergency

child-care arrangements. A benefits package can represent a significant cost to an organization. However, it can be a key factor in attracting and retaining employees. Most organizations attempt to develop a compensation system that carefully considers issues of equity or fairness. Compensation is often the prime reason an individual work. However, compensation usually has several meanings to employees. It has economic meaning because it allows people to obtain the necessities and luxuries that they need and want; it is symbolic because it is means of “keeping score” and a measure of achievement’ and an increase in compensation indicates growth because it reflects how well the employees’ performance and capabilities have grown. In practice, developing an equitable, or fair, the compensation system is challenging, primarily because most organizations have a very complex compensation system (Gooderham et al. 2017).

Table 5. Assessment on the HRM practices of SIDC in terms of Health and Safety

Safety and Health	Weighted mean	Verbal Interpretation
In my organization management is very concerned with the safety of staff (safe work environment)	1.58	Agree
In my organization management practices job related health programs to ensure staff are aware of the critical job-related health issues at work place	1.67	Agree
In my organization, management conducts health and safety training and it is a must for each and every employee to take part of it	1.63	Agree
In my organization health and safety issues are quickly addresses and ensure there is no critical health and safety issues in the organization	1.64	Agree
In my organization, management conducts a regular health and safety inspection to ensure all departments follow the organization’s health and safety regulations.	1.63	Agree
There are safety and health guidelines or visible in strategic areas or location of my organization	1.64	Agree
COMPOSITE MEAN	1.63	Agree

Table 5 shows that the respondents believe that SIDC is moderately showcasing its health and safety activities to its employees to ensure that they are in their right shape and mental state while at work. It is important for employees to be in their best condition and safety aware at all times to ensure the achievement of their deliverables. As stated by Mr. Anghel Del Rosario, SIDC is always employing the use of different safety equipment and adherence to the safety protocols laid down by the IATF, especially during these times of the pandemic. He also added that even before, safety guidelines and procedures are posted everywhere in the area and there are different seminars and training which involves their employees because it is one of the priorities of the organization. They also assess and monitor the different areas in the organization to ensure that it is hazard-free and accidents will be totally prevented or mitigated.

Health and Safety and employee retention Maintaining Employee well-being and providing a safe working environment are one of the main human resource management practices because it is directly related to organizational performance, individual well- being, profit, and the service provided to the customers through the employees while contributing to the success of the organization (Turner, et al., 2018).

The highest-ranking item on the table states that “In my organization management practices job- related health programs to ensure staff is aware of the critical job-related health issues at the workplace” with a mean of 1.67. Next are the item which states that “In my organization health and safety issues are quickly addressed and ensure there is no critical health and safety issues in the organization” and “There are safety and health guidelines or visible in strategic areas or location of my organization” with a mean of 1.64. Next are the items that state that “In my organization, management conducts health and safety training and it is a must for each and every employee to take part in it” and “In my organization, management conducts a regular health and safety inspection to ensure all departments follow the organization’s health and safety regulations” both have a mean of 1.63. The lowest ranking item on the table states that “In my organization management is very concerned with the safety of staff (safe work environment)” with a 1.58 mean. All items are verbally interpreted as agree.

The result of the table shows that the management is aware of the health and safety protocols and they are also practicing them in the workplace. The management is also concerned with the safety orientation of individual employees which gives them the reason to periodically orient the employees about safety and health in the workplace.

Workplace safety is a process that seeks to eliminate or reduce risks of injury or illness to employees. The chief aim of workplace safety is to protect an organization's most valuable asset—its people. Workplace safety is achieved through a variety of methods, including policies, procedures, and specific hazard control techniques. Policies and

procedures are devised and integrated into the organization's overall management and administrative processes. They usually involve specific job task procedures established for working with or around equipment, hazardous environments, or other forms of high-hazard conditions. Safety procedures and policies include accountability requirements to ensure that prescribed practices are followed. Safety professionals apply a well-recognized hierarchy of measures to eliminate or control specific workplace hazards (Rish, 2014).

Table 6. Perception of the Respondents on Employee Retention in SIDC

Employee Retention in SIDC	Weighted mean	Verbal Interpretation
Does SIDC have employee retention strategies in terms of:		
1. Employees stays in the company when given the opportunity at work to achieve their personal work related goals.	1.12	Strong Intention
2. Employees doesn't scan the internet in search of alternative job opportunities when they are happy with their current job	1.43	Strong Intention
3. Employees enjoys their work because of the training and activities given by their organization.	1.42	Strong Intention
4. Employees looks forward to another day, and even years at work and learn new things about their task.	1.29	Strong Intention
5. The current job of employees have an effect on their personal wellbeing considering the promotion and merit ranking which makes them appreciate their job even more.	1.39	Strong Intention
6. Employees are delighted when given the opportunity at work to achieve their personal work related goal and tends to stay the company for good.	1.39	Strong Intention
7. Employees thinks about improving their performance in the company considering the rewards they would be getting.	1.55	Moderate Intention

8. The employees values the importance hitting their targets and metrics to ensure that the desired output will be achieved.	1.59	Moderate Intention
9. The employees of the company value the complete safety protocol and guidelines implemented at the workplace.	1.50	Moderate Intention
10. Employees appreciates the efforts of SIDC to ensure the safety and health of employees at the times of pandemic through the use of equipment which will help prevent and detect it in the workplace.	1.50	Moderate Intention
COMPOSITE MEAN	1.42	Strong Intention

It means that the respondents show a deep response or purpose with them staying with SIDC for a long period of time. It entails that SIDC is evidently showcasing the employee retention activities used by the organization. It is important to ensure employee retention strategies and activities are implemented properly to avoid attrition and retain the experts. When employees are dissatisfied, they will start looking for companies that will give them greener pasture. Orienting and training employees will generally make them realize how lucky they are. As the saying goes, "you do not bite the hand of the one that feeds you". When employees are valued, mentored, and coached, they are more likely to stay.

An important aspect of employee retention is the training and development of existing staff. As a Training & Development specialist your role will involve sharpening the skills of others, and at the same time staying at the bleeding edge of the subject matter that you're developing. Training & Development roles can be similar to the role of an Educator and can require many of the same strengths and skills (Daymar College, 2021).

The first high-ranking item on the table states that "Employees look forward to another day, and even years at work and learn new things about their task" with a mean of 1.29 verbally interpreted as strong intention. And the next high-ranked item on the table states that "Employees stay in the company when given the opportunity at work to achieve their personal work-related goals" with a mean of 1.12 verbally interpreted as strong intention.

The high-ranking items depict SIDC improves the mindset of their employees and making them more motivated to come to their work with enthusiasm daily. Aside from that, when opportunities are given to employees with potential, they are more likely to become motivated and appreciate what the

company has done for them. It is true for all companies that create good CSR for their internal customers who are their employees.

This means that SIDC needs to make use of a metrics system to improve the employee retention and value system in the organization. Aside from that the motivation and the reward that an employee would be getting from a task is a crucial thing that makes the employee stay. When employees are properly taken care of they will not do silly and unnecessary things which might harm the organization's operations and activities. Aside from that, they are also more motivated to show their potential and help the organization prosper.

Table 7. Relationship between respondent’s Assessment on HRM practices and employee retention

Variables	p- values	Computed r-values	Interpretation	Decision on Ho	Verbal Interpretation
Career development	.000	.438	Moderate Positive relationship	Reject	Significant
Training and development	.000	.453	Moderate Positive relationship	Reject	Significant
Performance appraisal	.000	.417	Moderate Positive relationship	Reject	Significant
Rewards and compensation	.000	.434	Moderate Positive relationship	Reject	Significant
Safety and Health	.000	.475	Moderate Positive relationship	Reject	Significant

V. PROPOSED STRATEGIES AND PROGRAM/ EXTENSION PROJECT

The proposed extension activity for SIDC was designed on a three-year plan as stated in the memorandum of agreement between Batangas State University and SIDC. All the possible technical services and deliverables are stated in the MOA as well as the responsibilities and accountabilities of each part. The MOA will start in 2021 and will end in 2024. Technical services and other requests of SIDC like the transfer of technologies will be attended to by the extension office of Batangas State University. It is due to the reason that SIDC is already one of the adopted organizations of BSU and it is important to ensure that every need of the organization is being attended to to ensure its sustainability and success of every activity and operations.

It was shown on the items under Career Development, Training and development, Performance appraisal, Rewards and compensation, and Safety and Health all having a P-value of 0.000 which rejects the null hypothesis because the result is less than the 0.05 value and it is verbally interpreted as significant.

Proposed Extension Activity

Areas of Concern	Activities	Output
A. Career Development	BSU and SIDC will organize a yearly activity in relation to the career growth and path of employees. Seminars and reorientation about the targets, critsits and other related matters will be tackled to motivate employees to stay in the company. Experts from the field of HR will be acting as the facilitators for such event. An expert from SIDC will show the possible future of each employees in different departments to motivate them further.	Yearly Assessment that will be used for monitoring and identification of issues and other related cases.
R. Training and Development	BSU and SIDC will regularly conduct training programs every quarter for employees in different areas. And they are: Q1. Personality Development at Work Q2. Winning Attitude and Values Enhancement Q3. Professional Development Q4. Pinnacles of Leadership Different trainings depending on the area of Specialization will also be delivered to match their needs	Training Plan and results based on the identified targets of the extension activity

E. Performance Appraisal	<p>BSU together with SIDC shall semi-annually conduct an assessment and appraisal meeting in order to assess the performance of each employees and create matrix and standards to determine if the employees are hitting their targets and are working efficiently as well. When these is done employees will work on achieving their target points and possibly reach the position that they want to achieve.</p> <p>An activity like promotion and awards will also be announced which will be done annually during their assembly in order to keep everybody motivated and inspired. Points and other areas pertinent to such awards and achievements will also be discussed</p>	<p>To inform everyone about their targets and possible achievements as well as their performance in the organization</p>
T. Rewards and Compensation	<p>BSU and SIDC will create an extension program to be given to the HR Department of SIDC which is all about paid leave and paid organizational trips and other non-financial benefits. It will be integrated with the programs under performance appraisal in order to keep everybody enthusiastic and synergized while at work. These will also be announced not to create competition but to keep everyone motivated.</p>	<p>A rewards and Compensation matrix for all employees will be sent to all departments</p>
E. Health and Safety	<p>BSU and SIDC through the help of other agencies like Red Cross and the PDRM office of the province will yearly conduct a safety and disaster drill and training to keep every employees guided about the hazards and risk at the workplace and ensure the safety of everyone in the organization. A disaster risk and health protocol will be given to each department as a guide for their activities.</p>	<p>Disaster Risk Plan and Safety and Health Protocols for SIDC</p>

PROJECT ARETE FOR SIDC 2021-2024

VI. CONCLUSIONS

From the findings of the study, the following conclusions were drawn:

1. The variables that were used to assess the human resource management practices were career development, training and development, performance appraisal, rewards and compensation, and health and safety showed an acceptable quality result.
2. The perception of the respondents on employee retention in SIDC showed a result with a strong intention.
3. The assessment of the significant relationship between the respondent's assessments in employee retention showed a moderate positive relationship.
4. A proposed extension activity was designed for SIDC.

VII. RECOMMENDATIONS

Considering the aforementioned conclusions, the following recommendations are hereby presented

1. The manager may get a trainer to conduct leadership training and communication-skills training to enhance customer service and skills of the staff so that customers will feel special.

2. The manager may periodically re-orient each employee about the targets that they need to hit to be promoted.
3. The manager may send staff and employees to training that will further enhance their skills and knowledge and improve their attitude.
4. SIDC may perform benchmarking activities to replicate best practices and improve the services of the Cooperative.
5. Future researchers may use this study for their research

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