

The Impact of Human Resource Management Practices on Employee Retention in Telecom Subcontractors.

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Abstract— This study examines the human resource management practices that encourage employee retention in telecom subcontractors. In today's highly volatile global market, retaining highly skilled employees has become a daunting challenge for many organizations. High performing individuals are the instrumental for survivability and success of any organization. Effective HRM practices can minimize employee turnover and enhances their retention within the organization. This research aims to explore select HRM practices (Compensation and Benefits, Training and Development, and Health and Safety Measures) and their impact on employee retention in telecom subcontractors in Pakistan. This research was primarily quantitative in nature. A total of 340 questionnaires were distributed to employees of four major subcontractors namely LCC Pakistan, Turnotech Pakistan, Netkom Technologies, and SCT Group out of which 310 were subjected to statistical analysis and for deducing results using SPSS 26.0. The results from analysis of Pearson correlation and regression statistics supported the proposed hypothesis. The results conclude that the telecom subcontractors have above average measures to retain employees. Furthermore, all independent variables undertook for research have been found highly associated with employee retention. In future, other dimensions of HRM and other departments can also be included.

Index Terms— Human Resource Management, Training and Development, Compensation and Benefits, and Health and Safety Measures, Employee Retention, Telecom Subcontractors.

1 INTRODUCTION

EMPLOYEES are the most valuable resource of any organization to achieve its ultimate goals. Their significance to organizations warrants the need not only to hire the most competent individuals but also to preserve them for an extended period. In recent years, higher management has recognized that skilled and committed workforce is the most prominent feature of any organization that is delivering superior services or products in the market. In today's knowledge based society the marketplace is becoming increasingly competitive, and the organizations are increasingly focusing on boosting their human capital as it directly impacts reputation and profitability of the organization. All assets of a business entity need robust efforts by its employees to generate value out of them. Human capital is considered a key to success for all industries. For the progress of any organizations it is very essential for management to retain those individuals who make sincere efforts towards the accomplishment of its mission. High-performing employees may decide to resign their job when they feel discontent, demotivated or they feel their

salary is not competitive or inequitable with their expertise, experience or educational level [1].

Indeed, it is very challenging for any organization to operate in modern marketplace without dedicated and competent workforce. The loyal employees are the most productive and are a source of development for their organization and vice versa. Moreover extremely trained workforce who are aware of their expertise and scarce competencies were the foremost troublesome employee for higher management to preserve [2]. Organizations also have to bear numerous financial losses when an employee resigns from his or her job. The direct costs could be in terms of recruitment, selection, training, and potentially relocating newly inducted employee [3]. In general, researchers have concluded that many employees opt to resign from their position when they feel unfulfilled and experience low organizational loyalty [4].

Employee could resign for a range of reasons including better compensation and rewards, greater opportunities, promotion prospects, working hours, the nature of the job, health and safety reasons adding in turnover. It has been widely accepted that HRM practices play a decisive role in retaining high performing employee. HRM is a distinctive process of employee management which targets to achieve competitive advantage through strategic deployment of a highly devoted and capable workforce, using an array of highly effectual ethnical, systematic and personnel techniques [5]. The most important part of successful human resource management is its adjustment with the strategy of the organisation.

Researchers also emphasize that it is not sufficient simply to

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implement a series of best practices instead human resource management must be customized so that they can easily conform to the varying needs of the organisation. HRM practices such as compensation and benefits, training & development, career opportunities, health and safety practices and work life balance can serve as a effective tool to increase employee retention and employee performance. Along with investment in recruitment and development of workforce, organization must also reward valued employee to retain them for a longer term [6]. To meet organization targets it is very crucial to hold those individuals who make efforts towards their fulfilment.

Over the last decade all the cellular service operators in Pakistan have achieved rapid growth in terms of network expansion, quality services reduced tariff and increased customer base by effectively leveraging human capital. Most of cellular operators have outsourced various project including rollouts, performance management, and optimization to telecom subcontractors. These subcontractors have been instrumental to all telecom operators and their vendors in Pakistan. In particularly, their employees are delivering GSM, WCDMA, and LTE technology rollout projects presently and would also rollout 5G in immediate future for which huge demand for technical workforce would arise. These subcontractors are experiencing scarcity of skilled technical staff owing to numerous reasons such as dramatic rise in retirements, poaching of key employees by competitors etc. Most of the employees in these subcontractors are generally treated as temporary workers which makes them feel insecure at work. They are not only dealing with the pressure of being the first to be fired in case of a failing business, they are also not eligible to other benefits like healthcare, transport, overtime and so on. Also, they receive very less compensation in return to their actual work and are usually dissatisfied with their jobs.

Likewise, telecom subcontractors could lay off their employees at a very short notice and without any proper compensation during the layoff period which shakes down their morale and they might opt to switch their careers. Furthermore, health and safety measures in place and availability of personal protective equipment for workers at height is a serious matter of concern for workers and technical staff which leads them to feel insecure about their personal and co-workers safety. Besides, due to overwork and fatigue they are prone to fatal accidents. These employee are considered to be backbone of telecom industry and have been overlooked in research being undertaken so far. Coetzee et al. [7] stressed that high performing individuals who comprehend their competences and scarce talents could be the most challenging employees for higher management to hold. According to Rasli et al. [8] HR managers need to be able to realize how to appeal and preserve high-performing employees in organizations as failing to keep these employees not only could damage its reputation among local community but globally as well. Consequently, it is important that telecom subcontractors should adopt effective HRM practices to best utilize their employees. This research will select HRM practices based on literature review and then examine their impact on employee retention in telecom subcontractors.

2 PROBLEM STATEMENT

Telecom subcontractors in Pakistan have delivered a lot of projects for various technologies like GSM, WCDMA, and LTE rollout for all major cellular companies since last two decades. Now, as all these companies are also gearing up to launch 5G wireless data services in the immediate future, more projects for subcontract are to be expected.

It has been noticed by the researcher that some of these employees are dissatisfied with the HRM policies of these subcontractors and they do not feel themselves secure in their current organizations and are increasingly quitting their jobs. The importance of employees working in these companies cannot be overlooked as they are the backbone of the telecom industry and efforts should be made to retain these employees in their organizations. Thus, this research will try to explore the impact of HRM practices on employee retention in telecom sector of Pakistan.

3 RESEARCH OBJECTIVE

The research objectives for this study include:

1. To identify key HRM practices related to employee retention in telecom subcontractors.
2. To understand the relationship between various HRM practices and employee retention in telecom subcontractors.
3. To analyse the impact of HRM practices (i.e. Training and Development, Compensation and Benefits, and Health and Safety Measures) on employee retention in telecom subcontractors.

4 CONTRIBUTIONS OF THE STUDY

This research study will make a huge contribution in exploring the relationship between HRM practices and employee retention in telecom subcontractors in Pakistan. In addition, it will help to analyse the impact of HRM practices on employee retention in telecom subcontractors in Pakistan so it would be a good addition in literature. The recommendations for future research study are anticipated to expand current debate on HRM practices and employee retention in telecom subcontractors.

5 LITERATURE REVIEW

This section present review of literature related to research.

5.1 Human Resource Management Practices

The individuals an organization hires to complete its work, tasks and operation in trade for a remuneration and other benefits are called Human Resource [9]. Human resources management (HRM) refers to an organization undertakings related with the recruitment, appraisal and management of its employees [10]. These days, HRM is garnering more and more attention than ever owing of its huge impact on organization's reputation and prosperity. According to Dessler [11], HRM entails those measures and schemes carrying out the human resource aspects of a management position including HR

planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations [12]. These novel HRM practices are vital to be incorporated in contemporary knowledge based firms to attract, preserve and add value, where value is grounded in the competencies and skills of its employees. There is increased understanding among organizational leader than ever that, if organizations want to pull through and continuity in contemporary global business environment, they need to incorporate superior HRM competencies and practices [13].

5.2 Previous Studies on HRM Practices and Employee Retention

Researchers have identified numerous causes that can affect employee retention in different industries. Makhdoom [14] after completing a longitudinal study on a sample of 105 employee from textile mills in Sindh Kotri, Pakistan provided a strong relation between rewards and benefits and employee turnover among other factors. Khan and Aleem [15] in a quantitative study comprising of 200 doctors in Health sector of Pakistan investigated the aspects such as salary, future prospects, and job security that could influence their satisfaction in work and concluded that these factors highly contributing to turnover of medical staff in private establishments. They noted that salary has the most significant contribution in enhancing employee retention within health institutions.

Kossivi et al. [16] focused on critically analysing the outcomes of previous studies for a profound review of multitude of determinants of employee retainment i.e. growth prospects, remuneration, work-life balance, management support, work environment, social support, job autonomy, and trainings and propounded that further investigations are imperative regarding employee retention to get to the bottom of this perplexing discipline of human resource management. Razzaq et al. [17] did a study comprising of 220 managers and line managers from 35 offices of all major operators in Pakistan and revealed remuneration schemes as the most propitious in uplifting employees' commitment in telecom sector of Pakistan.

Melaku [18] revealed in a research study that salary and benefits as the most decisive factors for an employees to quit job in the Ethiopian Evangelical Church. Malik et al. [19] concluded in a research study at MTS India on 50 respondents that Training and Development and Compensation and Benefits were highly correlated and positively related to employee retention. AlShaikhly [20] analyzed compensation in a field study comprising 202 employees of Jordanian telecommunication companies and found compensation variable having most significant impact on employees' satisfaction among others i.e. recruitment, training schemes, and performance reviews.

In another interesting study done by Bai and Bhutto [21] in fast moving consumer goods companies in Pakistan reviewed HRM practices and found remuneration and Training schemes and development opportunities were positive in conjunction employee retention. Researchers [22] also analysed the impact of human resource (HR) practices in telecom sector of Pakistan with taking into consideration common HRM measures like training, benefits and culture. Responses were collected from

250 respondents through a close ended questionnaire. Among various tests employed regression analysis revealed positive impact of compensatory means and culture. On the other hand, training and development negatively affected the relationship with employee retention.

Naqvi and Bashir [23] selected IT sector employees for a deeper view of the antecedents which can raise organizational commitment in Pakistani IT sector. They took into consideration remuneration, training programs and supervisor support to measure organizational commitment among staff working on sophisticated technology. Ultimately, it was established that all independent variable are positively correlated with organizational commitment. Olaimat and Awwad [24] indicated after researching employee retention in House of representatives in Jordan that it could be boosted with harmonization of human resource practices such as recruitment, selection, training, development, and benefits.

Likewise, Zahoor et al. [25] were much specific about HRM measure pertaining to training development and career development opportunities in employee at sales and service department in various cellular companies of Pakistan and revealed that both of these dimension of HRM play a big role in preserving talented team members in these units. Another study in Pakistan International Airlines (PIA) was carried out by Ahmed and Nawaz

Researchers [26] while conducting a research at private companies in Selangor to gauge business Performance in Private Companies consisting 153 managers concluded that there is substantial correlation between HRM practices and the business performance based in Malaysia. They worked out that sophisticated training has the most positive affect on business performance excluding compensation. Khanna and Sehgal [27] were more specific about the consequences of various HRM attributes that can foster sense of satisfaction among bank employees of private sectors and concluded that training and compensation both have positive impact on increasing job satisfaction.

Southiseng et al. [28] conducted quantitative study in Laos telecom companies regarding human HRM measures and discovered that leadership in these companies were deficient in the discernment of the application of HRM efficaciously and stressed the need to hold diverse training sessions with practical oriented approach for employees have systematic and concrete schemes for employees' performance along with compensating them on the basis of each individual's performance. Kaynak et al. [29] investigated occupation health and safety practices in private sector enterprises and declared that strong companies resolve for safety wellness in workplace marks desired worker behaviours and attitudes with a rise drop in problems associated with occupational safety. Chemirmir et al. [30] have provided a deeper insight about the role of health and safety practices on employee turnover at flower farms in north rift Kenya and concluded that flower farms hardly adhere to mandatory safe practices in workplace and therefore the health and safety needs of employees are not well taken care and the flower farms lacks these facilities which lead to job stress and job dissatisfaction hence employee turnover.

Amponsah-Tawiah et al. [31] gathered evidence to examine

the relationship between occupational health and safety on employee' organizational commitment in Ghana's mining industry supporting the fact of that favourable safety environment leads to, develop emotional cohesiveness, better sense of responsibility, and loyalty to their organization. It is also the management responsibility to realize employees that their health wellness and safety is prioritized by laying out sound policy in the organization so they become more attached the company. Nordlöf et al. [32] analyzed various attributes related to occupational health and safety management practices and used postal questionnaire to gather data from various Swedish manufacturing firms. They discovered that companies with larger workforce were having better safety schemes in place. They further noted that frequent safety related interactions helps workers more safe and ultimately make them more loyal to their current employer.

In a case study, Durán et al. [33] after careful investigation of enforcement of safety and health management framework at a telecommunications company in Colombia found that the elements of personal protection have not been not used appropriately by operators primarily due to discomfiture, impetuosity and in majority of the instances due to their negligence. He stressed the need of plausible imposition of occupational health and safety system among safety staff and workers to avoid fatalities and related ailments. Adeyemo and Smallwood [34] in a quantitative surveys among construction professionals found that occupational Health and Safety regulations peculiar to the Nigerian construction industry, is rudimentary, and are failing to bring any positive outcomes in Health and Safety performance in its construction companies. They indicated execrable Health and Safety culture as the leading cause to adhere to safety norms and advocated for a new policy enactment by the government which should be monitored regularly afterwards. In case of failure to adhere to safety regulations adequately the government should impose strict penalties on respective firms. Only by complying with these laws in the companies will steer to cost efficient, profitable, and high quality conducive working environment for construction employees.

Nielsen [35] undertook a research project at a company plant and proved that safety awareness can be improved by management intervention in such matters. He noted plummet in accidents rate as a result of better safety environment and reckoned the need for more brainstorming sessions along with informal meetups with workers to revamp safety culture. Atombo et al. [36] randomly selected 330 industrial workers, majority drivers, for a quantitative study aimed to gauge safety and health perceptions during work related transportation tasks in various Industries across country. They discovered that safety culture is not yet fully integrated and propounded interventions from legislative institution, management, and workers to fully get involved in ensuring safe and healthy working environment with sheer determination for reducing chances of any hazard during various phases. Consequently, there is a dire need to organize safety seminars and training sessions to inculcate safety sense among industry staff and workers involved in carrying out various transport operations.

5.3 HRM Practices to be studied in this Research

In the light of literature review following HRM practices have been selected for this research.

5.3.1 Compensation and Benefits

Compensation comprises all types of monetary gains and tangible benefits that employee receives during his tenure at the company [37]. Benefits are secondary cash and non-cash incentives which the employee receives for maintaining their employment with his company [38]. Frye [39] probed the association between compensation and turnover with efficiency, equity and productivity of a company in telecom sector and demonstrated positive association between them. Additionally, emphasized the fact that identifying and catering for financial needs of staff has the key role in attracting and retaining trained and skilled employees in telecom organization. In another research conducted by Sial et al. [40] at various universities of Pakistan analyzing HRM practices on organizational commitment and advocated that compensation practices has deep association with the employee's commitment which ultimately contributes in achieving higher organizational performance.

5.3.2 Training and Development

Training and development is a structure buildout of the qualifications, competencies and behavior required by employees to perform an assigned task or a role. According to Huselid [41] training is deemed as a pivotal component of employee retention. The ambition of holding training programs for staff of any organization is to aware them regarding rules, mission and making them familiar with latest technology to related to their jobs, which would enable them to perform their jobs effectively and efficiently, and to remove all the imperfections at work [42]. Noe [43] viewed Training and Development differently: training is a plethora systematic attempts of a company to assist its employee in mastering job-related competencies, to sharp their skills effectively, to enrich their practical experience and behavior so that they can utilized it seamlessly in their current jobs. Development can be deemed as future oriented approach and is not related to employees' current job. It relates instead to formal education, work experience, relations and assessment of personality and ability that enables employee to prepare for future jobs which may not yet exist. Thus training and development helps employees in acquiring vital skills required to complete their jobs and to make deeper bonding with these employees by making them feel that their employers are interested in developing and investing in their careers.

5.3.3 Health and Safety Measures

Safety and health fall among in the five pyramids of Maslow's hierarchy of needs. These necessities encompass health, personal security, and well-being [44]. To provide attractive jobs and holding key employees on their positions by maintaining

a conducive working environment has been a top priority of the organizations [45]. This working environment can be attributed to the physical atmosphere such as workplace noise, ventilation, weather conditions and heat etc [46]. For building a better employer employee relationship, healthy physical and mental conditions for employees must be maintained. For this purpose, companies should develop and perpetuate an ambience where employees can work with ease and have ample promotion opportunities [47]. These measures are crucial to be created for binding present employees and to entice the future ones. Nevertheless, the absence of these attribute creates problems like anxiety or depression, which further deviates the employees from work [48]. The field staff of telecommunication subcontractors is continuously involved in manual work, hence, proper health and safety measures on site are necessary to ascertain that employees are not harmed during work, and that falls, injuries and life losses are avoided.

5.4 Employee Retention

Harmon et al. [49] elucidate employee retention as organization endeavors to preserve its workforce by introducing performance based rewards, nurturing harmonious culture among its staff, and providing them an environment where they feel safe while working. Employee retention constitutes of techniques by which employees are incorporated to remain a member of the organization for an extended duration of time until they get retired or until the project is executed [22]. Employee retention can also be termed as the approach and schemes employed aimed at incentivizing employees to remain part of the firm [50]. This process of employees is indispensable for both organizations as well as their staff. Pittino et al. [51] expounded employee retention as the discretionary measures which the higher management employs to induce an environment in which employee motivation level is boosted and he intends to prolong his tenure with the organization. Those organizations which are pioneer in setting forth retention strategies into their organizations and that tap into un-earth different ethos of commitment could be more successful in their endeavors to retain their key employees [52].

6 RESEARCH METHODOLOGY

The present study is primarily quantitative in nature and seeks to examine and analyze the impact of human resource management practices on employee retention of telecom subcontractor employees. For this research employees of four major telecom subcontractors namely LCC Pakistan, Turnotech Pakistan, Netkom Technologies, and SCT Group were selected. The sample units technical workers, site engineers and managers who are working in their engineering departments in the Northern Region of Pakistan. To complete the questionnaire 350 respondents were contacted for obtaining the information regarding HRM practices. However, due to strict customer

commitments of subcontractor employee the numbers of respondents were limited upto 310.

6.1 Methodology

For current study, a questionnaire survey based on demographic information and five point likert's scale questions ranging from strongly disagree to strongly was conducted. SPSS 26.0 was used to derive the results. The statements for compensation and benefits, training and development, health and safety measures, and employee retention were adapted from AlShaikhly [20], Naqvi and Bashir [23], Institute for Work and Health [53] and Olaimat and Awwad [24] respectively.

6.2 Model Specification

Further for analyzing the impact of human resource management practices on employee retention the multiple linear regression models have been applied. The regression model is depicted as:

$$ER_{ts} = \beta_0 + \beta_1 CB + \beta_2 TD + \beta_3 HS + \epsilon_{ts} \quad (1)$$

Whereas in equation (1), β_0 is constant, β_i is the regression coefficient of the explanatory variables, and ϵ_{ts} is the residual error of regression.

6.3 Dependent and Independent Variables

The Employee Retention (ER) of telecom subcontractors is taken as dependent variable in the regression model. The independent variables used in model are Compensation and Benefits (CB), Training and Development (TD), and Health and Safety Measures (HS).

6.4 Hypothesis

In order to examine the impact of HRM practices on Employee retention we hypothesize:

H₀₁: *Compensation and Benefits have positive relationship with employee retention in telecom subcontractors.*

H₀₂: *Training and Development has positive relationship with employee retention in telecom subcontractors.*

H₀₃: *Health and Safety Measures have positive relationship with employee retention in telecom subcontractors.*

H₀₄: *Compensation and Benefits, Training and Development, and Health and Safety measures affect the employee retention in telecom subcontractors.*

7 RESULTS AND DISCUSSION

This part of research presents results by applying statistical analysis to achieve the results. In total, 310 filled questionnaire forms were subjected to final analysis. Following that, descriptive statistics, correlation and regression analysis are tailored to present the results.

7.1 Employees' Demographic

The demographic data of the respondents is presented in the table 1 given below.

TABLE 1
EMPLOYEES DEMOGRAPHY

	Minimum	Maximum	Mean	Std. Deviation
Work Experience	1.0	5.0	2.278	1.3793
Qualifications	1.0	3.0	1.755	.6619
Marital Status	1.0	2.0	1.457	.4990
Gender	1.0	2.0	1.093	.2905
Age	1.0	4.0	1.868	.8942

A larger proportion of the respondents hold Bachelor's degree while some respondents also have Master's degree at managerial level. Most of the employees working in these companies have 18 -35 years of age. A vast number of the employees responded that they possess 2-3 years of experience which is an indicator that most of the employees are in starting phase of their career in the telecommunication industry. Another interesting thing to know is that 46% number of respondents identified themselves as unmarried. A vast majority of respondents' gender was male. This result reflected the nature of Pakistan and sub-continent culture in general where males dominate and hold majority of the places in engineering department.

7.2 Variables' Descriptive Statistics

In this section descriptive statistics of independent & dependent variable will be presented. The calculated values of these statistics are provided below in table 2. The mean values of all variables present a uniform trend. Similarly, the employee retention also gets a slightly favorable indicator.

TABLE 2
DESCRIPTIVE STATISTICS

	N	Mean	Std. Deviation
CB	302	3.9543	.4645
TD	302	4.2031	.3914
HS	302	4.0238	.4215
ER	302	3.6066	.4186

7.3 Reliability Analysis

Cronbach Alpha is used to gauge the internal consistency among different items of a variable. Reliabilities of the all research variables is reported in table 3.

TABLE 3
RELIABILITY TEST

Reliability Variable	N	Cronbach's Alpha
Reliability of CB	6	0.72
Reliability of TD	5	0.76
Reliability of HS	5	0.73
Reliability of ER	5	0.77
Reliability of Complete data	21	0.78

The value of alpha test reflects that it is more than .65 which reflects their good reliability

7.4 Correlation Analysis

The correlation analysis is intra relationship between various variables. This relationship can be positive or negative which means that increase in one variable brings about positive change in one variable or decrease in one variable impacts negatively the other variable. The coefficients of correlation are reported below in Table 4.

TABLE 4
CORRELATION COEFFICIENTS

	ER	CB	TD	HS	
Pearson Correlation	1				
		.572*			
			.664*	1	
				.549*	
					1

*Correlation is significant at 0.01 level (2-tailed).

From the table presented the correlation between employee retention and Compensation and Benefits is 0.572 which depicts strong correlation. It reflects that employees with attractive salary packages and job related benefits are likely to retain their job. These values validate our 1st hypothesis, i.e.

H₀₁: *There is a positive correlation between Compensation and Benefits and Employee Retention.*

One can argue salary as a prime cause when analyzing job retention of employees. Besides salary, there are innumerable schemes employees could be remunerated and company should make them sure that their needs are taken well care of. The companies can also provide performance based rewards so the employees strive to perform above par. Additionally, organization can also provide bonuses and take various other team building measures to ensure employees engagement in his job. The companies must also ensure that salary of the employee competitive to job market otherwise might feel neglect and might think to quit their jobs. Therefore, Compensation and Benefits need to be on top of the list for devising strategies to retain employees in telecom subcontractors in Pakistan. Training and development and Employee Retention also have a strong correlation that is 0.617. The intensity of this relationship ascertains that among subcontractors' employees Train-

ing and Development, i.e. opportunities to learn new technology, methodologies and grooming professionally is a key factor in determining the Employee Retention. In other words, prospects for promotion in future leads to Employee Retention among telecom subcontractors employees. These value of correlation points validate our 2nd hypothesis thus it is also accepted, i.e.

H₀₂: *There is a positive correlation between Training and Development and Employee Retention.*

The results about training and development are indicative of above average level of satisfaction with training and development opportunities among telecom subcontractor employees. The employees of these subcontractors get a platform to learn and work on latest technology. It is very encouraging to know that most of the employees are satisfied with the development opportunities on offer after gaining valuable work experience with these subcontractors. Latest technology is introduced regularly in cellular operators and equipment is frequently swapped or upgraded. However, the management has to make sure that all field teams must be given sufficient time for training before allowing them to work on latest equipment. Furthermore, there is a need that both the employees and management should work together with line managers to give equal chance to all employees to learn new technologies and then promote their staff on the basis of merit. . In such a fast changing environment, the employees who have hands on experience with this technology are expected to fill up new vacancies in cellular operators, major vendor and regulator in future.

The correlation coefficient between Employee Retention and Health and Safety measures is 0.629, reflecting a strong positive relationship. It signifies that a company with better safety rules, providing quality equipment to its employees, taking preventive measure in harsh weather environments and taking into account employees proper health record can achieve higher employee retention.. The above value of correlation tells that the 3rd hypothesis is also accepted, i.e.

H₀₃: *There is positive correlation among Health and Safety measures and Employee Retention.*

As far as Health and safety measures are concerned, the employees have above average level of satisfaction with health and safety measures. This result suggests that telecom subcontractors are taking health and safety concerns of their staff seriously by means of providing them with quality Personal Protective Equipment, Fatigue prevention plan and accident prevention strategies. There is better communication among management and field staff and workers about safety hazards. The companies have put good measures in place to overcome safety hazards. It can be inferred that having employee health in mind is a vital factor for success in case of such high risk business. As a result of initiatives taken in recent years to perform risky activities involving work at heights with smart quality control, the risk of fall from height is virtually nil. Moreover, the success of such program depends on continuous monitoring from senior management. Newly inducted staff should be given proper training for working at height. Third party first aid certification and availability of First aid

kit have been made compulsory for all field staff in all of these subcontractors. These Health and Safety measures have made employees satisfied and feel safe at work and are instrument in retaining technical workers in telecom subcontractors.

7.5 Regression Analysis

The regression analysis is instrumental in determining the magnitude of each independent variable possesses on retaining employees in telecom subcontractors. Before that, we have to ascertain absence of null hypothesis and any serial correlation among the variables.

TABLE 5
REGRESSION MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724	.524	.519	.4827

F = 41.37, Durbin Watson= 2.16

The value of adjusted R square fom table 5 is found to be 0.524 that explicates around 52% variation in the dependent variable is caused by independent variables. The remaining variation is accounted by other variables.Next, the value of F is 41.37 and p value less than 5% validates the excellent fit of regression model. In other words, the research is significant and there is no null hypothesis. Also, the value of durbin watson at 2.16 indicaets absence of serial correlation among variables. After that we did multiple regression analysis on the variable whose coefficients are given in the table 6 below.

TABLE 6
MULTIPLE REGRESSION ANALYSIS

Independent Variable	Coefficient	Standard. Error	t-vakue	P
Constant	.586	.045	3.606	.00
CB	.278	.074	3.756	.00
TD	.429	.055	7.764	.00
HS	.312	.063	4.793	.00

The equation (1) based on regression coefficients from table 6 can be termed as:

$$ER_{ts} = 0.586 + 0.278CB + 0.429TD + 0.312HS$$

Form the Multiple Regression Coefficients in the above table it is evident that Compensation and Benefits has significant impact on the dependent variable. Firstly, Compensation and Benefits has a strong positive impact with and $\beta = .278$ ($p < 0.05$). It implies that 1% change in Compensation and Benefits yields 28 % change in Employee Retention. Secondly, Training and development relatively stronger impact on the dependent variable $\beta = .429$ ($p < 0.05$). It implies that 1% change in Training and development brings 43% change in Employee Retention. Finally, Health and Safety measures also has significant positive impact with $\beta = .312$ ($p < 0.05$). This value implies that 1% change in Training and development brings 31 % change in Employee Retention.

The positive coefficients of all independent variables indicate that with increased Compensation and Benefits, Health and Safety measures and higher training and development opportunities lead to increase employees' job retention rate in telecom subcontractors. The different value of beta coefficients implies that intensity of impact of each HRM measure is not uniform. Training and development has been found to affect Employee Retention more than compensation and benefits, and health and safety measures. Therefore, the 4th hypothesis is also accepted, i.e.

H₀₄: Compensation and Benefits, Health and Safety measures and Training and development affect the Employee Retention of science & technology students.

The results for the impact of HRM practices and on employee retention in telecom subcontractors in current research are slightly different from the results of Haider et al. [22]. They analyzed three Impact of three HRM practices i.e. compensation, organization culture, and training and development on employee retention. In contrary to current research results, the impact of training and development was detrimental to dependent variable in their research. The impact of Training and development was 30.2% negative on employee retention; whereas, the other two HRM practices, compensation and organizational culture, had very positive impact on employee retention. The variation in employee retention caused by other two independent variables i.e. compensation and organizational culture was 32.2% and 58.8% respectively. Overall variation in employee retention influenced by the HRM practices in their research was 65.3%.

8 CONCLUSIONS AND SUGGESTIONS

The results of this particular research are expected to contribute new knowledge in the area of engineering management, hence for sure they will be valuable for the management of those companies where unfair treatments and discrimination among people exists. This research was primarily conducted to explore HRM practices encouraging employee retention in telecom subcontractors. Moreover, the impact of most significant HRM practices i.e. compensation and rewards, health and safety measures, and training and development schemes was assessed. This research was based on four hypothesis mentioned in section 6.4. Statistical analysis was carried out by employing various tests with the aid of SPSS 26.0 on questionnaire data collected from four major subcontractors. It was confirmed that there is a direct relationship between HRM practices and Employee Retention in telecom subcontractors. Companies are expected to retain more employees by employing better HRM practices. All three dimensions of HRM practices like compensation and rewards, training and development and health and safety have positive impact and significant relationship and on employee retention. Thus, this research validate the applicability of hypothesis proposed with respect to Employee retention in into telecom subcontractors in developing nations like Pakistan.

9 FUTURE RESEARCH DIRECTION

This research can be extended to incorporate other HRM practices such as Recruitment and Selection, Performance Appraisal, Employee Engagement and Recognition, and Supervisor Support to better understand employee retention in telecom subcontractors in future studies. Furthermore, the study can be extended to other departments of telecom subcontractors such as IT, Marketing, Finance and Sales to get a more generalized overview.

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