

## CURRENT TRENDS IN HUMAN RESOURCE MANAGEMENT AND ITS IMPACT ON ORGANIZATIONAL GROWTH AND DEVELOPMENT

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### ABSTRACT

*The administration of human resources has an effect, as do ongoing transformations in technical, social, psychological, and economic systems. Current HRM models contend that expectations for HR jobs are changing as businesses attempt to reduce their HR departments and make them more "strategic." The goals of this essay are to examine pertinent prior research and to highlight contemporary trends in the development of human resources. The effects of globalization, diversity in the workforce, employee expectations, shifting skill requirements, corporate downsizing, continuous improvement initiatives, re-engineering of work processes for increased productivity, contingent workforce, mass customization, decentralized work sites, employee involvement, technology, health, family work-life balance, and confidentiality are thus found to be trends. The study was carried out in Pune over the course of a month. The business is involved in retail and sales. Of the 280 questionnaires that were sent, 260 have been thoroughly answered. The following material includes a few results that are pertinent to the goals of this article. Additionally, induction, deduction, and summarization techniques were applied. Each trend is examined in light of relevant current research, and potential future research trajectories are considered.*

**Keywords:** Recruitment, Staffing, Training, Performance Appraisal, Organisational Growth

### Introduction

The workplace is changing quickly. As a component of the organisation, human resource management (HRM) needs to be prepared to handle the consequences of a shifting labour market. HR practitioners need to be aware of the effects of globalisation, workforce diversity, altering skill requirements, corporate downsizing, CPI efforts, re-engineering, the contingent workforce, distributed work sites, and employee participation.

Tools for fostering cross-cultural cooperation must be developed in the human resource management (HRM) profession. If discrepancies in origin, language, culture, or age become more prevalent, employee conflict is likely to increase. Management would need to learn from HRM how to be more flexible in its approaches. Future employees will come from a wide variety of ethnicities, nationalities, and other qualities, thus managers will need to modify their approaches. For this, supervisors would need training on how to notice employee variety and how to recognise and even congratulate them.

In the past, our staff was incredibly homogenous, which made HRM considerably easier. Gender, age, social class, sexual orientation, values, personality traits, ethnicity, religion, education, language, physical

appearance, marital status, lifestyle, beliefs, ideologies, and background traits like geographic origin, length of service with the organisation, and economic status are just a few of the traits that make up today's workforce. Diversity and the organization's strategic direction are intricately linked. Diversity-friendly work settings may enhance innovation, creativity, and decision-making, which may increase the competitiveness of an enterprise. One approach to achieve so is through the company's benefits package. This covers HRM solutions offered by organisations that value families. A business that loves the families of its workers would provide flexible work schedules and benefits like child care. HRM must be aware of age discrepancies in addition to the diversity that gender and nationality bring to the workplace. All ages must learn how to manage and engage with one another while appreciating the diversity of ideas that each person brings, according to HRM. In situations like this, a participatory approach seems to be more beneficial.

Finding and developing competent workers should be a top priority for any company concerned with efficiency, quality, and successfully managing a diverse workforce. Lack of expertise causes the business to incur significant losses owing to decreased output, worse quality work, an increase in worker

accidents, and an increase in customer complaints. HRM practitioners and specialists will need to inform schools, community leaders, etc. that more occupations will demand better education and proficiency in higher-level languages than those that are now necessary. Strategic human resource planning will need to take the skill shortages and gaps into good consideration. The HRM department must offer the necessary training and short-term initiatives to address the skill gaps and deficiencies.

A corporation strives to postpone whenever possible to boost productivity. The purpose of downsizing is to reduce the workforce of the business. The HRM division must be a key player in the downsizing process. During this time, HRM personnel must ensure that the proper communication takes place. They must make sure that the public receives accurate information and decrease the negative effects of rumours. HRM must also manage actual layoffs. The HRM division must be involved in discussions concerning downsizing.

### Review of Literature

**Samuel Emeka Mbah and C. O. Ikemefuna (2012)**, revealed that salary, the nature of the task, and supervision are three factors of job satisfaction that have an impact on an employee's inclination to quit an organisation. It is proven that workers who are highly satisfied with their jobs have a positive attitude towards their work, while workers who are dissatisfied with their jobs have a negative attitude towards their work. It is also proven that as employee turnover decreases, so does the level of job satisfaction. It suggests that contented employees will stay on board with the business. Therefore, when employee work satisfaction increases, employee turnover will decrease. They found that maintaining employee motivation at work depends on internal elements such as employee initiative, autonomy, personal competency, role clarity, salary, and other aspects. It is obvious that a good working atmosphere, an enticing compensation package, and proper supervision are necessary for a happy job. They all contain strategies that might improve work satisfaction, reduce staff churn, and establish a genuine employee retention programme.

**Sharon Ruvimbo Terera and Hlanganipai Ngirande (2014)** employee rewards have been found to boost staff retention but not work satisfaction. Furthermore, it goes without saying that better levels of job satisfaction boost employee retention. The results of this study show that employee incentives and work satisfaction have the most effects on employee retention. This suggests that remuneration is one of the key factors that workers consider when deciding whether to quit or stay with a firm. Employees are happy when they choose to stay with a firm. Because there is minimal correlation between prizes and job happiness, the data also show that awards do not provide employees a sense of job contentment. This illustrates that, despite the fact that employee recognition programmes on their own can not guarantee job satisfaction, keeping employees happy at work is essential. The study shows that incentives and work satisfaction are both crucial factors in motivating and keeping employees. Management must create a plan that prioritises both employee salary and work happiness in order to retain personnel. As a result, management must create a comprehensive compensation scheme that goes beyond basic pay. Benefits and pay for employees should be so enticing that they motivate dependable workers to remain with a firm. Management must be informed of every employee's reason for leaving their post. Departure interviews may therefore aid the business in creating its personnel retention strategies. The study shows that, in addition to incentives, there are also other factors that influence an employee's work happiness. Organisations should research the extra factors that affect employee work satisfaction so they may be incorporated in the employee retention plan.

**Bidisha Lahkar Das and Dr. Mukulesh Baruah (2013)** revealed that a variety of elements, such as pay, recognition and rewards, opportunities for advancement, participation in decision-making, a positive work environment, training and development, effective leadership, and job security, help employees feel satisfied in their jobs, and satisfied employees are more likely to stay with an organisation. This will also help the company by reducing staff turnover. According to their research, each of

these factors should be considered when creating effective retention strategies.

**Billie Coomber and K. Louise Barriball** (2007) after reviewing various study papers, it was shown that job satisfaction contributed to intent to quit and turnover, despite the fact that this is a complex topic with many factors influencing its dimension. This study also demonstrated the connections between leadership, educational attainment, stress, and compensation and work satisfaction. Only the educational level of these four traits is an individual or demographic component; the other three, leadership, stress, and compensation, are organisational elements. Stress was shown to have a strong correlation with employee desire to quit and was attributed to a number of issues, including inadequate autonomy, low recognition, and bad interactions with coworkers. Leadership or supervisory relationship factors are substantially connected with job satisfaction and intention to quit the organisation. It was discovered that pay has a negligible effect on happiness at work. The issue of pay and its effect on job satisfaction rises as nurses become aware of a gap between their compensation and that of other professions. There were inconsistencies in the relationship between educational attainment and work satisfaction, and these inconsistencies demonstrate that educational attainment is a variable component for which it is hard to draw general conclusions. This underscores the need for more study. The primary finding of this study was that employee intention to quit was significantly influenced by stress and the leadership/supervisory relationship. Both job satisfaction and leave intention were shown to be significantly impacted by these aspects of the workplace environment. The relationship between employee desire to depart and educational level and compensation has been inconsistent over time. This suggests that distinct types of job satisfaction must once again be recognised in light of changes throughout time. According to empirical data, stress and leadership issues have lingering effects on job satisfaction and departure intent, both directly and indirectly.

**Hong Lu et al.,(2005)** alleged that the absence of a robust causal model that incorporates organisational, professional, and personal components hinders the development of therapies to promote nurse retention. Among the elements that affect nurses' job satisfaction are their working environments, interactions, relationships with patients, coworkers, and managers, the work itself, workload, scheduling, challenging work, routinization, task abilities and skill, remuneration, self-growth and promotion, professional training, opportunities for advancement, job promotion, personal achievement, rewards and recognition, authority and responsibility, autonomy, and decency. They found that there was a strong link between job stress, organisational commitment, depression, and the cohesiveness of the ward nursing team and job satisfaction. They also found that there was a moderate link between affectivity, role ambiguity, professional commitment, routine, supervisor/coworker support, cooperation with medical staff, job performance, job involvement, hostility employees' organisations, autonomy, recognition, and fa In conclusion, studies have demonstrated that factors such as job stress, ambiguity and conflict in roles, organisational commitment, and professional zeal are all significantly associated with hospital satisfaction with work for nurses.

**Jain Ruchi and Kaur Surinder (2014)** arrived at the conclusion that commercial mergers and acquisitions are inevitable. It is apparent that shady institutions have to combine with large banks in order to protect the interests of customers. In this case, the transferor and transferee banks collaborate to the advantage of the clients, but occasionally, the workers of the transferee firm experience dissatisfaction. Mergers and acquisitions were shown in this study to be the activity that caused people to be dissatisfied with their work. The proposed union of the Bank of Rajasthan and ICICI Bank was rejected by every employee. They found that the level of work satisfaction among employees has drastically decreased since the merger. The study provides evidence that mergers have an impact on work satisfaction, which is what makes employees unhappy. Employee

dissatisfaction is mostly brought on by factors such as pay, job stress, recognition and appreciation, peer and team cultures, working environment, and remuneration. Retention strategies have been prioritised initially since attrition is the main element that influences work satisfaction. It has been discovered that employee retention is influenced by work satisfaction. The retention plan comes next, followed by the HRM strategy. These elements have been placed third and fourth, respectively, along with team culture and peer connections and staff wellness services. Awards and recognition are included at positions five and six, respectively, then training and development. Employees did not feel comfortable or satisfied with their current salary, therefore compensation and work environment were ranked seventh and eighth, respectively. Stress, working hours, and subsequent discontent with merger and acquisition are further factors. Following the testing of their hypothesis, they found that the working environment, amenities for employee welfare, training and development, team culture and peer relationships, rewards and recognition, growth and development, remuneration, retention strategies, and working hours are all factors influencing job satisfaction. They also found that job satisfaction affects employee retention and attrition and that there is a significant difference in employees' perceptions of the effects of Job. Employee opinions about the impacts of stress on Bank of Rajasthan employee retention are not significantly different, despite the fact that there is a strong association between job satisfaction and employee retention in their perspective. It has been shown that the HR policy framework and cultural fit are the two main factors contributing to a high level of stress and unhappiness among bank workers.

**Tanvir Alam and Shahi Md.** (2012) found the motivating, work satisfaction, and turnover variables for MPOs in numerous Khulna City pharmaceutical companies. They illustrated the various influences on job satisfaction, motivation, and employee rates, including status, working conditions, job security, salary, technical supervision, personal life, job switching, interpersonal relations with

supervisor, coworkers, and subordinates, company policy, fringe benefits, and employee turnover rate. The most important elements of job satisfaction for MPOs, according to this study, are the company reputation of the respective MPO—i.e., the MPOs are satisfied with their respective company name and fame; safe working conditions; and comfortability for visiting doctors' clinics—i.e., the employees receive favourable behaviour or responses from the doctors. workers' working hours are flexible, they receive both good and negative feedback from their individual supervisors, and the firm acknowledges their achievements in connection to their duties. Additionally, the company offers automobiles for workers to use when on official business travels. Either the employer offers health insurance benefits, or the employee is given access to personal medical insurance.

**Alamdar Hussain Khan and Muhammad Aleem (2014)** showed that there is a substantial or positive association between job satisfaction and each of the four factors—pay, advancement, working conditions, and type of the employment. These factors are essential for figuring out how content people are with their careers. That suggests that if each one of these four factors rises, so does the level of job satisfaction among the workforce. Employee turnover was inversely connected with all four variables: income, promotion, working environment, and kind of employment. That suggests that when all four of these variables rise, the employee turnover rate decreases. Research also showed a poor correlation between employee turnover and job satisfaction. In other words, poor work satisfaction was associated with increased employee turnover, whereas high job satisfaction was associated with decreased employee turnover.

**Chen, Ying-Chang et al.,(2010)** tried to conduct a study on how current workers view their work experiences. The study came to several important conclusions, including the following: offering career advancement opportunities is crucial for employee retention; mentoring programmes can help small and medium-sized businesses lower their employee turnover rate; the staff at the XinHua hotel

were dissatisfied with their financial rewards due to the discrepancy between their level of importance and actual experiences; and payments and benefits were discovered to be the most important aspects of employment.

**Umamaheswari S and Krishnan Jayashree (2014) concluded** that employee retention is significantly influenced by non-financial variables like the workplace and organisational commitment. For its longevity, ceramic firms need to run their modern, updated technology and complicated processes, but these personnel are hard to come by. As a result, if ceramic firms want to retain their staff, they must provide for their needs. They found that non-financial elements such as the workplace and organisational commitment had a significant influence on employee retention. Along with these two non-cash elements—the work environment and organisational commitment—other variables such as higher compensation also influence employee satisfaction.

**Benjamin Balbuena Aguenza1 et al.,(2012)** said that important motivational factors that significantly affect employee retention include management, work-life balance, professional progress, recognition, and financial incentives. One of the key categories of extrinsic financial motivations, according to the study, is getting monetary compensation. It may be utilised to satisfy basic needs for money to pay bills, a sense of security and regularity, and recognition. The primary incentive for workers to continue working for the organisation and create greater work is still money. According to study, the work-related design of highly skilled and competent individuals has an impact on how long a technical staff lasts. There is a great possibility that workers will lose motivation and quit their occupations if they are compelled to undertake repeated tasks. When employees believe their work is challenging and offers opportunities for learning and sharing, they are less likely to leave a company. Possibilities for advancement provided by the employer have decreased employee intents to depart. If an organisation does not acknowledge a worker's need and desire for advancement, development becomes a major consideration in the employee's decision to quit.

**Sandhya and Pradeep Kumar (2011)** it has been shown that motivating employees through open communication is a good way to sustain employee loyalty. Through open communication, vital and important information is communicated with the workforce. The employee incentive programme, which serves as a positive means of performance acknowledgement, boosts staff motivation. Employees might receive honours such as the best employee of the month or the punctuality award to demonstrate their thanks. Project-based recognition significantly improves employee motivation. The award might come in the form of merchandise or cash. Career development initiatives operate even better when employees are concerned about their futures. Every employee is curious about the direction their career will go inside the company. Organisations may plan a variety of technical certification courses to aid workers in expanding their knowledge and skills. Performance-based incentives make sure that employees are recognised for their efforts so they may connect their efforts to the amount of corporate earnings and feel more motivated to work harder. Recreational amenities help organisations reduce employee stress and enhance their quality of life at work. Planning trips for employees, celebrating birthdays and anniversaries, hosting athletic events, etc. are a few examples of these leisure programmes. On some occasions, such as during festivals, the employees are allowed to receive presents since they make them happy and show how much the firm values people.

**Rhoda Cynthia Bakuwa and Francis Chasimpha (2013)** it was shown that the main factor supporting employee satisfaction and influencing their choice to remain employed by the NGO is non-financial/intangible benefits. The following are the study's findings: Most workers indicated unhappiness with their total wage and benefits package and their perception that they were earning less than staff members at other NGOs. The majority of employees did, however, state that they wished to continue working for the NGO, demonstrating that there was no connection between pay and either employee happiness or desire to continue working for the NGO.

**Michael O. Samuel and Crispen Chipunza (2010)** it was shown that the main factor supporting employee satisfaction and influencing their choice to remain employed by the NGO is non-financial/intangible benefits. The following are the study's findings: Most workers indicated unhappiness with their total wage and benefits package and their perception that they were earning less than staff members at other NGOs. The majority of employees did, however, state that they wished to continue working for the NGO, demonstrating that there was no connection between pay and either employee happiness or desire to continue working for the NGO. The significance that the South African government places on staff development, however, can be used to explain the study's findings. The South African government has established one of the most comprehensive national skill development systems in the world with the requisite legislative and regulatory foundations. This study provided compelling evidence for the relationship between job security and employee retention. This conclusion is not illogical in light of the workers' psychological safety and economical stability, both of which are tied to their employment stability. This study also looked at a number of motivational elements that, while important in one field, had no impact on staff retention in the other. These components include goal-setting techniques, employee mentoring programmes, performance-based promotion systems, and incentives and recognition schemes. Goal-setting techniques were found to be more prevalent among private sector businesses as a staff retention strategy. Thanks to this method, employees may evaluate how their efforts helped the firm realise its objectives. Employers can use this tactic to increase overall productivity while employees who perform above and above can use it as a negotiating chip to get raises or promotions. This may assist to explain why, in public sector companies where pay raises and promotions are coordinated by collective bargaining processes and service rules and regulations, employee retention was unaffected by this specific variable. Because public sector companies are market-driven and do not rely on profit maximisation to function,

productivity is not measured in terms of individual contributions. Similarly, it was shown that rewarding and praising strong performance had a significant influence on worker retention in private sector businesses but not in ones in the public sector.

### Objectives

- To ascertain the socioeconomic status of respondents who work for organisations in Pune
- To identify the factors influencing E hiring, staffing, training, performance assessment, and organisational growth.

### Hypotheses

Ho 1: There are no factors influencing E-Recruitment

Ho 2: There are no factors influencing E-Selection

Ho 3: There are no factors influencing E-Training

Ho 4: There are no factors influencing E-Performance appraisal

Ho 5: There are no factors influencing Organisational growth

### Research Methodology

The main goals of this research study are to examine the most recent developments in the human resources field, which is significantly impacted by the pressure from electronic media as well as the increasingly obvious global economic uncertainty, inflation, and potential recession. The major goal of this study was to identify, describe, and summarise the current trends in the field of human resource management. The research, which was based on the viewpoints of employees at the organisations, was carried out via a standardised questionnaire. The study was carried out in Pune over the course of a month. The business is involved in retail and sales. Of the 280 questionnaires that were sent, 260 have been thoroughly answered. The following material includes a few results that are pertinent to the goals of this article. Additionally, induction, deduction, and summarization techniques were applied. The most recent studies, publications, and scientific literature about how the corona virus epidemic affected HRM practises were also examined.

**Analysis**

**Percentage Analysis**

**Table 1**

**Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
below 25 years	46	17.7	17.7	17.7
25-35	92	35.4	35.4	53.1
Valid 35-45	88	33.8	33.8	86.9
above 45	34	13.1	13.1	100.0
Total	260	100.0	100.0	

In the age group, the large number of age group is 25-35 at 35.4%, while the age group of 35-45 have 33.8 % of respondents, the large number of respondents in below 25 years and above 45 have 17.7% and 13.1% of respondents.

**Table 2**

**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	137	52.7	52.7	52.7
female	123	47.3	47.3	100.0
Total	260	100.0	100.0	

In the field of gender, the large number of respondents are male at 52.7 %, while rest of them are female at 47.3% respectively

**Table 3**

**Working experience**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below 5 years	63	24.2	24.2	24.2
5-10 years	128	49.2	49.2	73.5
above 10 years	69	26.5	26.5	100.0
Total	260	100.0	100.0	

In the term of working experience, the large number of respondents have 5-10 years’ experience at 49.2%, the respondents who have above 10 years’ experience at 26.5% respectively. While the remaining 24.2 % respondents have below 5 years’ experience.

**Table 4**

**family status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid nuclear	136	52.3	52.3	52.3
joint	124	47.7	47.7	100.0
Total	260	100.0	100.0	

In the term of family status, 52.3% are nuclear family bases, while remaining 47.7% are joint family respectively.

**Descriptive statistics****Table 5****Statistics**

	Mean	Median	Mode	Std. Deviation	Variance	Skewness	Kurtosis
Age	2.42	2.00	2	.929	.863	.052	-.850
Gender	1.47	1.00	1	.500	.250	.108	-2.004
Working experience	2.02	2.00	2	.714	.509	-.034	-1.025
family status	1.48	1.00	1	.500	.250	.093	-2.007

**Exploratory Factor Analysis**

KMO and Bartlett test of Sphericity check the sample adequacy and it quantifies the inter-correlation between the variables.

The value of KMO varies between 0 to 1. According to Hair et al. (2006) the value of KMO should be greater than 0.50 and Bartlett test of Sphericity should be above 0.000 i.e, significant.

**Table 6**  
**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.818
Bartlett's Test of Sphericity	Approx. Chi-Square	3811.655
	df	190
	Sig.	.000

Based on the above Table 6, it is evident that the KMO and Bartlett test of Sphericity check the sample adequacy is valid as KMO value is 0.818 which is above 0.50 it quantifies the inter-correlation between the variables.

**Table 7**  
**Communalities**

	Extraction
Developing job postings	.751
Posting job openings	.758
Screening job applicants	.804
Conducting interviews	.812
Tracking Candidates	.790
Identifying the job needs	.744
Job analysis	.796
Job specification	.872
Job description	.718
Attracting applicants to apply for the job	.834
Needs Identification	.580
Design the Program	.723
Infrastructure	.703
Launching	.515
Joint goal setting	.853
Continuous progress review	.822
Frequent communication	.793
Diagnosis	.900
Intervention	.892
Evaluation	.909



**Table 8**  
**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.560	27.798	27.798	5.560	27.798	27.798	3.956	19.782	19.782
2	2.847	14.233	42.031	2.847	14.233	42.031	3.884	19.418	39.200
3	2.504	12.522	54.553	2.504	12.522	54.553	2.743	13.716	52.916
4	2.390	11.950	66.503	2.390	11.950	66.503	2.506	12.532	65.448
5	2.267	11.336	77.839	2.267	11.336	77.839	2.478	12.391	77.839
6	.700	3.500	81.339						
7	.523	2.614	83.953						
8	.455	2.275	86.228						
9	.407	2.034	88.262						
10	.366	1.828	90.089						
11	.335	1.676	91.766						
12	.288	1.440	93.206						
13	.253	1.264	94.470						
14	.217	1.086	95.556						
15	.200	1.000	96.556						
16	.164	.822	97.378						
17	.155	.777	98.155						
18	.144	.718	98.873						
19	.120	.599	99.472						
20	.106	.528	100.000						

Extraction Method: Principal Component Analysis.

From the Table 8, it is evident that, the 5 constructs, comprising of 20 items that are extracted cumulatively explains 77.839 percent of the total variance.

**Table 9**  
**Rotated Component Matrix<sup>a</sup>**

	Rotated Component Matrix <sup>a</sup>				
	Component				
	1	2	3	4	5
Developing job postings	.919				
Posting job openings	.898				
Screening job applicants	.870				
Conducting interviews	.830				
Tracking Candidates	.815				
Identifying the job needs		.894			
Job analysis		.872			
Job specification		.867			
Job description		.836			

Attracting applicants to apply for the job		.835			
Needs Identification			.951		
Design the Program			.944		
Infrastructure			.942		
Launching				.843	
Joint goal setting				.830	
Continuous progress review				.757	
Frequent communication				.709	
Diagnosis					.918
Intervention					.905
Evaluation					.888
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 5 iterations.					

**Factor 1:**

All the items were loaded above 0.70 which is in the acceptable level of 0.05 and items with poor factor loading are removed from the study. Therefore, all these items reflect one construct namely **E Staffing**.

**Factor 2:**

All the items were loaded above 0.70 which is in the acceptable level of 0.05 and items with poor factor loading are removed from the study. Therefore, all these items reflect one construct namely **E Recruitment**.

**Factor 3:**

All the items were loaded above 0.70 which is in the acceptable level of 0.05 and items with poor factor loading are removed from the study. Therefore, all these items reflect one construct namely **Organisation Growth**.

**Factor 4:**

All the items were loaded above 0.70 which is in the acceptable level of 0.05 and items with poor factor loading are removed from the study. Therefore, all these items reflect one construct namely **E Training**.

**Factor 5:**

All the items were loaded above 0.70 which is in the acceptable level of 0.05 and items with poor factor loading are removed from the study. Therefore, all these items reflect one construct namely **E Performance**.

Ho 1: There are no factors influencing E-Recruitment - Rejected

Ho 2: There are no factors influencing E-Selection- Rejected

Ho 3: There are no factors influencing E-Training- Rejected

Ho 4: There are no factors influencing E-Performance appraisal- Rejected

Ho 5: There are no factors influencing Organisational growth- Rejected

**Implications**

There are a variety of employee participation notions that seem to be recognised for today's organisations to be successful. These include goal-setting, work teams, delegating, participative management, employee empowerment, and employee training. Employee engagement is largely influenced by HRM. Both exemplary leadership and helpful management are required. Employee training is necessary, and human resource management has a big part to play in that. Employees who are supposed to delegate, participate in decision-making, work in teams, or establish goals cannot do so unless they are aware of and comprehend what is expected of them. Employee empowerment necessitates thorough job-specific training. Workers might need to comprehend the procedures used in new work design. To make participatory and work teams function effectively, they might need interpersonal skills training.

According to the research, new paradigms have been established for the management of human potential in businesses. The hybrid work paradigm has never before been more popular because of the altered conditions. A growing

number of businesses are implementing this work-style since it demonstrated that it could produce outcomes that were at least as good as those produced by traditional office work. The research and literature evaluation have made it clear that the hybrid work paradigm will predominate in the years to come. Additionally, research has indicated that businesses should improve their change management techniques since staff members want to feel like they are a part of the changes taking place at their place of employment. This indicates that employees desire to be involved in the need for and realisation of organisational improvements rather than just being passive observers of them. A growing trend is towards healthy workplaces and employee wellbeing. Numerous businesses provide initiatives for stress reduction, physical and mental wellness, and general wellbeing. These programmes are currently few in number in North Macedonia's businesses, but they are growing. Modern businesses should also be concerned with their

employees' access to learning opportunities, lifelong learning chances, and knowledge transfer techniques. The necessity for continuity in education is more important than ever, primarily due to the quick changes and rapid technological growth. Since knowledge is quickly becoming outdated, businesses and employees should invest in strategies for knowledge transfer, ongoing training, and staff professional development. The emphasis on flexibility—the idea that employees can be productive regardless of where and when they work—is another trend that has emerged in the last three years. Additionally, this trend has an effect on staff morale, organisational culture, and work ethics. Companies and HRM can never be sufficiently ready for the quick changes occurring in this industry. The workplace is really dynamic. Managers of human resources should always be proactive, dynamic, curious, open to new ideas, and responsive to the rapid pace of change.

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