

The Dilemma of Retention in the Context of Rapidly Growing Economies Based on the Effectiveness of HRM Policies: A Case Study of Qatar

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Abstract : In 2009, the new HRM policy was implemented in Qatar for public sector organisations. The purpose of this research is to examine how Qatar's 2009 HRM policy was significant in influencing employee retention in public organisations. The conducted study utilised quantitative methodology to analyse the data on employees' perceptions of such HRM practices as performance management, rewards and promotion, training and development associated with the HRM policy in public organisations in comparison to semi-private organisations. Employees of seven public and semi-private organisations filled in the questionnaire based on the 5-point likert scale to present quantitative results. The data was analysed with the correlation and multiple regression statistical analyses. It was found that Performance Management had the relationship with Employee Retention, and Rewards and Promotion influenced Job Satisfaction in public organisations. The relationship between Job Satisfaction and Employee Retention was also observed. However, no significant differences were observed in the role of HRM practices in public and semi-private organisations.

Keywords : performance management, rewards and promotion, training and development, job satisfaction, employee retention, SHRM, configurational perspective

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