

# The Mediating Effect of Human Resource Management Practices on the Relationship Between Organizational Culture and Retention of Government Employees

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## Abstract:

The study's main purpose was to figure out the mediating effect of human resource management practices on the relationship between organizational culture and the retention of government employees. The study was conducted in Davao Region, specifically in the government-owned and controlled corporation. A stratified random sampling technique selected the 300 respondents, including regular employees and contractual and allied services personnel. A non-experimental quantitative design utilized a descriptive correlational technique to gather data. Descriptive statistics, Pearson r, regression techniques, and Sobel z-test were the statistical tools used in analyzing and interpreting the data. The study also employed mediation analysis to test a possible causal relationship. Path analysis and medgraph Sobel z-test were used to determine the mediation effect on the IV-DV relationship. Results revealed a high descriptive level for organizational culture, retention of government employees, and human resource management practices. Also, it was found that organizational culture and retention of government employees, organizational culture and human resource management practices, and human resource management practices and retention of government employees are statistically significant. The results implied that human resource management practices help the organization set ideal culture to retain its employees, who are its valuable assets.

**Keywords** —public administration, organizational culture, employee retention, hrn practices, path analysis, mediation, Philippines

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## I. INTRODUCTION

### RATIONALE

Organizations dealing with employee turnover may not only bear the monetary cost of the situation. If we assume that the overall workload remains unchanged, the short-term time pressure on the remaining employees will increase, lowering their motivation. In the long run, the company loses its customer, productivity (Self &

Dewald, 2011), and its long-term personnel with unique knowledge and abilities (Yamamoto, 2011). Furthermore, the hiring of new personnel comes with additional costs. These costs include advertising, screening, validating credentials, interviewing, and training new staff, among other things (Nair, 2009). According to the U.S. Bureau of Labor Statistics (2018), 42 million people would voluntarily leave their jobs in 2018. This means that 28.6 percent of employees, or more than one in every four, will leave their

employment this year to pursue other opportunities. There has been an increase of 11 percent over the previous year when 38 million people left their jobs. If current trends continue, nearly 48 million people, or one out of every three workers, will quit their jobs by 2020.

Any company's turnover rate should be closely monitored because it will aid HR in developing appropriate policies for retaining employees (Nasir & Mahmood, 2018). Companies need stronger retention, especially in today's economy, if they want to expand, scale, and become more productive year after year (Spencer, 2019). Specific employee groups are reported to have the highest percentage of turnover in U.S. organizations, while retention is a challenge in Asian organizations as a whole, specifically in India. In the Philippines, enterprises in Metro Manila recorded the highest labor turnover rate in the third quarter of 2016, with 3.67 percent since 2011 (Huntley, 2011).

Employees are an organization's most valuable resource, and the culture's brilliance or excellence determines whether the organization succeeds or fails. Employees leave or stay in a company for various reasons, one of which is organizational culture (Sathe, 1983). According to Habib et al. (2014), the nature of the organization has a substantial impact on job satisfaction and turnover intentions. As a result of the research findings conducted by Habib et al. (2014), organizational culture is an important factor that significantly impacts employee commitment, job satisfaction, and retention. Typically, Delle and Kumasey (2013) examined the impact of corporate culture on employee retention and found that organizational culture predicted employee retention significantly and favorably.

Though research on organizational culture and employee retention has been conducted many times by different authors, the researcher did not find any study regarding these in the Philippine setting, especially with the mediation of human resource management practices. Therefore, this study's behavior is essential. Aside from

investigating the relationship between the two variables, the researcher would like to examine the influence of human resource management practices on the relationship between organizational culture and the retention of government employees. The findings of this study would give information on the organization on how the employees feel about the existing culture and would benefit the human resource management to create good policies related to employee retention. This study would also confirm and identify more possibilities for research that could enhance knowledge of organizational culture and retention of employees.

### **Research Objectives**

The study aimed to determine the mediating effect of human resource management practices on the relationship between organizational culture and retention of government employees. This research primarily attempted to achieve the following objectives:

1. To determine the organization's culture in terms of:
  - empowerment;
  - 1.2 team orientation;
  - development;
  - stakeholder satisfaction;
  - coordination and integration;
  - vision;
  - power-distance;
  - agreement;
  - strategic direction and intent; and
  - goals and objectives.
2. To ascertain the retention of government employees in terms of:
  - working environment;
  - welfare measures; and
  - rewards and recognition.
3. To describe the level of Human Resource Management Practices.
4. To determine the relationship between:
  - organizational culture and retention of
  - government employees.

organizational culture and human resource management practices;  
human resource management practices and retention of government employees.

5. To determine the mediating effect of human resource management practices on the relationship between organizational culture and retention of government employees is significant.

### Hypothesis

The test of significance for the null hypothesis was at a 0.05 level. Below are the null hypotheses.

1. There is no significant relationship between human resource management practices and organizational culture, human resource management practices and retention of government employees, and organizational culture and retention of government employees.
2. Human resource management does not significantly mediate the relationship between organizational culture and retention of government employees.

### Review of Related Literature

This section presents relevant pieces of literature that have connections to this study. Different books, journals, articles, and internet articles of different authors became relevant sources for reviewing related literature. All have provided support for this study which focuses on the human resource management, organizational culture, and retention of government employees.

The organizational culture developed by Dharmayanti (2013) as an independent variable in this study includes empowerment, team orientation, coordination and integration vision, power-distance, agreement, strategic direction and intent, and goals and objectives. These indicators served as the parameters for measuring the independent variable. Also, the retention of government employees indicated by Vijayalakshmi (2012) serves as a dependent variable with the following indicators: working

environment, welfare measures, and rewards and recognition. Further, human resource management will be considered a mediating variable of the study.

### Organizational Culture

Organizational culture is defined as common attitudes and values inside an organization that help form employee behavior patterns (Kotter & Heskett, 1992). Every organization has a distinct culture that distinguishes it from others, and the culture reflects the conduct of employees within the organization. Obinna Paschal and Nizam (2016) state that organizational culture heavily influences employee performance. V S.Kalaiarasi & Sundaram (2017) acknowledge that organizational culture is often regarded as one of the most important characteristics of the organization. It was discovered that if the organization and its employees share comparable norms and values, the organization's effectiveness in attaining its objectives will be improved. Therefore, as defined by Ritchie (2000), supportive culture is viewed as a motivating tool that helps the organization run smoothly and achieve success in all its endeavors.

The first indicator is *empowerment*. The role of empowerment is to increase the performance of employees in the workplace by making them more capable. Empowering human resources maximizes the resource's potential and fosters organizational commitment, which is seen as a means to set one organization apart from another. Furthermore, empowered employees are more self-assured and self-reliant in their ability to impact their work environment by being proactive and innovative. The empowerment process is successful when individuals are given independence and feedback within their company (Zaraket et al., 2018).

The major goal of employee empowerment is to assist the organization in achieving its mission and business objectives (Pinnington & Edwards, 2000). Human resources are an organization's

most valuable asset, and companies invest significant resources to develop their employee's capabilities. Human resource capacity building prepares personnel to meet the organization's goals, objectives, and mandate (Mouallem & Analoui, 2014).

Additionally, the Tower Watson website explains that an organization must maintain personnel within the corporation in this competitive business environment. To retain employees in an organization, sound empowerment policies and practices must be implemented so that employees feel appreciated for their contributions to the organization's progress. Furthermore, it states that true empowerment keeps people motivated to contribute to the business's success, continue learning and growing and feel linked and contributed throughout the organization.

Teamwork is a method for boosting workplace innovation, which leads to increased job satisfaction. Teamwork spirit is required to focus and pay attention to the efficacy and efficiency of working teams so that members or elements of working teams can undertake teamwork and team activity Gibbon et al. (2002). Teamwork culture should be institutionalized in the company before forming and establishing working teams since the way members interact. The act is significant and crucial in the success or failure of the teams. According to Ghorbanhosseini (2013), teamwork is a significant determinant of organizational commitment.

The third indicator is *development*. Employee development is critical to the success of any company or corporation. Employee development, in a nutshell, is intended to ensure that employees may gain and retain skills that will be useful to the organization or business at hand. In most cases, this entails training from the company, a manager, or someone else hired to assure the success of employee growth. Employees in the business environment must be on the same page and in the greatest position to

meet and develop the company's needs (Zammuto, 2019).

According to Juneja (2015), employee development activities aid in the growth and development of employees, who are the genuine assets of a company. Employers must appreciate and respect employees to feel motivated and build loyalty and devotion to the organization.

Employee development is necessary for employees to improve their skills and knowledge to perform better, and it is also necessary for getting the most out of them. This is vital not just for professionals but also for employees' personal development. Every employee enjoys acquiring new skills and expanding their knowledge while on the job. When employees believe their company is investing time and resources to train them, they create a sense of pride. Employee development programs prepare people to deal with adversity and unexpected scenarios.

Employers may face difficulties hiring and retaining employees; however, career development can prevent this. Training programs have grown so ingrained in firms that they are frequently utilized as a hiring advantage. Offering programs as part of an employee's employment contract establishes a sense of worth within the organization, developing loyalty and, in turn, staff retention.

Employee development success is very valuable to millennial workers. As more Millennials graduate from college and enter the industry, they want to be at ease and secure in their abilities to perform admirably. This entails maintaining a healthy office atmosphere and being able to complete assigned responsibilities correctly. Additionally, business owners may succeed in establishing staff development programs required before employing new employees (Zammuto, 2019).

The fourth indicator is *stakeholder satisfaction*. According to the traditional view, shareholders or stockholders are the organization's owners, and it is their responsibility to prioritize their requirements to increase their

worth (Freeman & Reed, 1983). Thus, the goal is profit (Freeman, Wicks & Parmar, 2004). However, in this study, stakeholders are defined as the customers, owners, employees, suppliers, rivals, managers, banks, staff, and government accountable for the business's operation. These definitions correspond to the Stakeholders Theory (Freeman, 1994).

One of the most critical aspects of project management is understanding what you are delivering, for whom, and why those results are vital. Good project managers start their projects by identifying stakeholders, defining their position in the project, determining their project-related expectations, and, in relation to other stakeholders, confirming common factors while addressing conflicting interests (Gifford & Lesser, 2016).

Understanding who your stakeholders are and why their demands are crucial to the project's success is key for every project manager and those participating in project choices. If the project is to deliver a true solution, it is essential to share this knowledge with the team and allow the team to define the answers. The organization's ultimate purpose is to capture the value of the difficult opportunity or compelling business requirement. The overall goal for the project's end-user is to obtain the actual product or service and discover that it fits their demands. But, regardless of who your stakeholders are, each one is important, and skillfully managing stakeholders may make a major difference in your project's success (Gifford & Lesser, 2016).

A project manager can more effectively engage with stakeholders by understanding individual stakeholders and their specific needs, resulting in contented sponsors and stakeholders, engaged and fulfilled team members, coordinated activities focused on common goals, and more successful project results (Gifford & Lesser, 2016).

The fifth indicator is *coordination and integration*. Integration and coordination are vital in organizations because they reflect decision-

makers' abilities to lead personnel. Employees lose faith in their superiors' leadership ability when managers are not on the same page with one another and fail to implement corporate strategy. For example, if employees have questions about their role in fulfilling a corporate directive and the company's managers are unable to answer them due to coordination challenges, employees may dismiss managers and rely on their techniques (Marquis, n.d.).

Companies that lack integration and coordination run the danger of reducing productivity, communication, and long-term financial health. Employees that are unclear about their responsibilities take longer to finish tasks. Furthermore, because their efforts were not coordinated, an employee may accomplish work that overlaps with another employee. Integration and coordination deficiencies eventually impair company communication, causing employee uncertainty (Marquis, n.d.).

The sixth indicator is *vision*. A vision statement outlines the company's mission, what it strives towards, and what it hopes to accomplish (Eisenstein, 2019). It describes the organization's future condition, such as what it aspires to be in the future. As a result, a long-term objective gives the company direction. It also communicates the organization's mission to its employees and other stakeholders, inspiring them to attain that goal (Colour Infusion, 2018).

The vision statements describe the organization's purpose and provide employees with a sense of belonging and identity. This encourages them to strive harder to succeed. Vision also serves as a focal point for everyone in the business, ensuring that everyone is working towards the same goal. This contributes to the organization's increased efficiency and output (Colour Infusion, 2018).

The vision and mission statements are significant strategic planning tools, and they serve to create the approach that a business will take to reach the desired future. This is best stated as the organization's compass and destination, respectively. As a result, every organization

should create clear vision and purpose statements. Failure to do so is like embarking on a journey without understanding where you're going or where you're headed (Colour Infusion, 2018).

The seventh indicator is *power-distance*. Management researchers have identified the socio-cultural environment as one of the most important aspects influencing individual and group behaviors in firms. Understanding how culture influences organizational behavior has become a strategic need rather than a scientific curiosity in a more varied work and worldwide economic environment (Sagie & Aycan, 2003).

A superior is expected to make decisions without consulting their subordinates in organizations operating in a high-power distance cultural environment because subordinates may view their involvement in decisions made by their top management as a symbol of incompetence or lack of strength on the part of the superior (Francesco & Chen, 2000). Subordinates are also reluctant to freely share their ideas and disagreements for fear of losing face or causing someone else to lose face. Unsurprisingly, such behavior creates a significant communication distance. Senior management becomes divorced from what is going on at lower levels of the hierarchy, and lower-level employees become unsure of what management expects of them (Mintzberg, 1993). This communication chasm may result in decisions based on incomplete and out-of-date information (Khatri, 2009).

The eighth indicator is *agreement*. Conflict can arise when people with diverse backgrounds and priorities work together in any organization. Conflict can be conveyed in various ways, including insults, non-cooperation, bullying, and fury. Personality clashes and misunderstanding communication can all contribute to it, as can organizational mismanagement. Workplace disagreement can lead to work disruptions, poor productivity, project failure, absenteeism, turnover, and termination. Workplace conflict can be both a

cause and a result of emotional stress (Chartered Institute for Personnel and Development, 2015).

A well-functioning work environment is one in which employees communicate using respectful, non-offensive language, showing tolerance and understanding of diversity among themselves, and showing respect for all individuals within the organization regardless of rank, status, or longevity (Chartered Institute for Personnel and Development, 2015).

Employees will generally regard their employer as fair in their dealings with them and will likely be more content with their jobs if an employer has systems to handle disputes in its early phases. Employee conflict reduction can lead to high employee productivity, greater motivation and dedication, reduced medical costs, lesser workers' compensation claims, and lesser litigation expenses (Chartered Institute for Personnel and Development, 2015).

The ninth indicator is *strategic direction and intent*. Strategic intent is another term for strategic direction. It is a brief statement outlining where the group hopes to be in the future. This is the future vision of an organization's top management (Hamel & Prahalad, 1989). According to Brand (2003), strategic direction occurs when a company pursues ambitious plans and concentrates on competitive techniques to achieve those goals. This is possible when the current organization's competencies and assets are not integrated, and it appears unlikely that the company will achieve its goals. The difference between current resources and capabilities and the resources required to fulfill the intended goals motivates businesses to pursue and acquire such resources. Vision, mission, and objectives analyze strategic direction (Brand, 2012).

The last indicator is *goals and objectives*. According to David (2007), objectives are specified outcomes that an organization wants to attain in carrying out its primary mission. Objectives are critical for organizational performance because they provide direction, aid in

evaluation, foster synergy, disclose priorities, focus coordination, and serve as a wide foundation for effective planning, organizing, motivating, and managing operations. As per Hill and Jones (2007), a goal is a specific and measurable desirable future condition that a corporation seeks to achieve. The purpose of goals in this context is to indicate precisely what must be done if the organization is to achieve its mission and vision. Well-constructed goals, according to these academics, contain four main characteristics:

Goals are specific and quantifiable. Measurable goals provide managers with a yardstick or benchmark against which to assess their performance; they also address critical challenges. Managers should set a small number of significant goals to assess the company's success to retain focus. The goals chosen should be critical or essential; they should be demanding but achievable. Give all personnel an incentive to look for methods to improve an organization's operations. Employees may quit if a goal's challenges are unreasonable; a too easy goal may fail to motivate management and other employees; specify a time range in which they should be reached when appropriate. Employees are told that success necessitates achieving a target by a specific date, not after that date. Deadlines can instill a sense of urgency in goal achievement and serve as motivators. However, not all goals necessitate a time constraint. According to Hill and Jones (2007), well-crafted goals give a method for managers' performance to be evaluated.

### **Employee Retention**

Employees are an organization's most valuable resource. Their prominence in businesses necessitates attracting the greatest individuals and the need to retain them throughout time. The organization needs to understand its employees' perspectives on employee retention. Nasir and Mahmood (2018) investigated the association between work engagement, recognition and rewards, work-life regulations, and teacher retention in Pakistan's higher education system. The study discovered that employee commitment

and dedication would lead to the organization's success and prosperity. It was discovered that all of the variables chosen have a beneficial impact on employee retention. The examination of the chosen variables and their impact on employee retention will assist firms in implementing and applying such elements to retain their personnel for a longer time. It was also discovered that the organization should work more to adopt aspects related to employee retention.

Furthermore, employee loyalty develops when they are completely satisfied with their employer. Different measurement tools should make employee-supervisor interactions and relationships clear and comfortable. The turnover rate in any organization should be closely tracked because it will assist HR in developing effective staff retention measures. Following market demands, firms should also modify their needs and aspirations (Nasir & Mahmood, 2018).

The first indicator is *working environment*. One of the most important factors influencing a company's ability to retain employees and their decision to stay is the quality of the working environment (Mandhanya, 2015). Employee morale, efficiency, and engagement can all be influenced positively or negatively by their office environment. The office environment level influences employee motivation and successful performance (Chandrasekar, 2011). This is reinforced by Nanzushi (2015), who concludes that for a business to have a competitive edge, it must provide a positive environment in which all elements influencing employee performance are combined with their duty or purpose.

Furthermore, Razig and Maulabakhsh (2015) believe that providing a decent working environment will boost the business's production and job commitment from its employees. They will also improve in terms of efficacy and efficiency. It was also stated that every organization should learn that by offering exceptional working circumstances, they may increase every employee's level of job satisfaction.

The second indicator is *rewards and recognition*. According to Mendis (2017), the organization needs to have a group of individuals motivated and devoted to their work to achieve their strategic goals. So, for the employees to stay with the company, management should promote a well-balanced reward system in both financial and non-financial areas. Mngomezulu et al. (2015)'s study on the impact of recognition on the retention of good talent in the workforce should provide effective talent management and reward, enthusiasm, acknowledgment, and inspiration to its employees to retain skilled talent employees and reduce turnover.

Furthermore, Oyoo et al. (2016) suggest that the organization must have the great internal and external qualities to retain skilled personnel. It is also essential for them to have a great incentive system so that employees can determine what rewards they will obtain for putting in such effort to the firm. From the standpoint of human resource management, employees need to have adequate compensation, a better work-life balance, training and development, and opportunities for advancement. These are the variables that influence their decision to stay or leave the organization (Kimunge, 2014).

The last indicator is *welfare measures*. Employee welfare is viewed as providing facilities and comforts to employees. As per Wisconsin State Government (2005), excellent employee retention is a systematic effort by employers to establish and cultivate an atmosphere that encourages current employees to stay employed by implementing policies and procedures that fulfill their unique requirements.

Employee retention is improved through incentive programs, welfare facilities, praise, recognition, and continual opportunities for advancement (Krueger & Rouse, 1998). Findings of Pearson's Product Moment Correlation study and simple regression analysis, welfare facilities were positively and significantly connected with staff retention. And so, welfare facilities are crucial in retaining the organization's staff in the

organization's strategic direction (Premarathne & Perera, 2015).

### **Human Resource Management Practices**

Employee retention can be addressed if both the company and the employees work together and communicate well. People are the most valuable asset of every firm, and every organization must recognize that to survive in the long run, a talented and competent workforce is required. Retaining existing employees saves money and improves the company's image. Similarly, corporations must recognize that bright and dedicated people are their most valuable asset and a huge aid in achieving their objectives.

The effective utilization of human resources can lower an organization's overall costs while improving its performance (Ackerman & Heggstad, 2019). According to Zafar, Mahmood, and Hassan (2016), human resource management practices indicators include job satisfaction, work-life balance, working environment, rewards and recognition, career development, and supervisor support directly and positively impact employees. Singh (2004) also indicates that HRM Practices and employee performance have a favorable and positive relationship. Moreover, Khalid et al. (2014) stated that HRM practices can improve employee performance, influencing employees' perceptions of performance.

Furthermore, Ilyas et al. (2016) investigated the impact of human resource management practices on employee performance. This research aims to assess the effects of human resource management methods such as salary, performance evaluation, and advancement on employee productivity in private telecom sector organizations in Rawalpindi and Islamabad. Regression and correlation analysis was conducted to determine the relationship between the three practices and employee performance, and the results demonstrate a significant and favorable association.



## **Correlation between Measures**

The study discovered a link between and among human resource management methods, corporate culture, and government employee retention. As firms compete to attract and keep valued people, organizational culture is increasingly promoted as a key differentiator. McDonald (1993) discovered that the more similar a business's value profile was to an individual's value profile, the more dedicated that employee was to the organization, and the less likely they were to seek work elsewhere. Similarly, Charles O'Reilly et al. (1991) and his colleagues discovered that when employees described their organization's culture as compared to their ideal culture, they were more committed and less inclined to leave.

Moreover, Brenyah and Tetteh (2016) assert that company culture significantly impacts employees' performance and retention. It is not just about being a good employer; it is also about attracting workers devoted to its mission, vision, and goal and who have the will and resources to make them a reality. As a result, an effective business culture should engage employees on a fundamental level, resulting in greater productivity.

Furthermore, Shah and Sarkar (2017) supported this by stating that culture is the most important factor in attracting and retaining key personnel. The degree of alignment between an organization's culture and its employees' value preferences can predict employee retention and turnover. Employees must feel like they are part of a team; they must be engaged with the organization's mission and direction and their colleagues; they must find better ways to collaborate, which drives further cooperation.

As a result, firms must acknowledge that employee retention is vital to their success and that effective employee retention tactics will assist them in retaining their most valuable asset, their workers. These assets would make every company a market leader if they kept doing business in the market.

Moreover, the relationship between organizational culture and human resource management is investigated to have a positive relationship. Human resource management entails people working in a company, embracing and building a specific culture; thus, human resource management plays an important role in organizational culture (Bae & Lawler, 2000). According to Weber (1996), human resources (HR) play a crucial part in organizational culture because the people who work for the company accept and grow the culture. Basic HRM operations such as recruiting, selection, and training impact the success and stability of a business. As a result, these behaviors can impact employee behavior and promote attitudes that contribute to organizational culture development.

Additionally, human resources are vital for the organization in cultivating a positive corporate culture. HR techniques such as ongoing planning, constructing continuous communications systems, engaging employees, setting precise goals, establishing a suitable remuneration system, improving personnel, and simplifying organizational structure are all ways to foster ideal organizational culture (Schien, 1983; Ulrich, 1997).

Furthermore, Singh (2004) concluded a significant, positive, and meaningful association between HRM practices and organizational culture in India's study on human resource management practices and organizational culture. HRM practices are used to build and maintain organizational culture. Others have claimed that human resource management is a potentially effective lever for influencing and modifying an organization's culture to make it more successful (Schien, 1983; Ulrich, 1997).

Also, firms have seen the impact of human resource management techniques on employee retention (Singh, 2010). The firm has employed proper execution of human resource management procedures because these are beneficial to the organization to increase employee retention (Clarke, 2001). According to Zahoor, Ijaz, and

Muzammil (2015), the relationship between organizational human resource strategies and employee retention is important for accomplishing organizational goals. Human resource management methods help firms keep their most valued and competent employees for a longer time, making them more dedicated and guaranteeing that they perform well for the organization's growth, resulting in greater profitability and productivity.

Furthermore, it is widely acknowledged that strong HR policies help to reduce employee turnover. HR practices are organizational techniques that aid in managing a human resource team and make sure that employees are involved in the achievement of the organization's goals (Schuler & Jackson, 1987). As a result, firms should empower their employees to make critical decisions in their positions that are relevant to their work. It might be interpreted as a strategy to retain its skilled staff.

As well as findings of Malik's (2013) research state that employee performance is favorably associated with HR policies such as remuneration, training, and performance evaluation. Staff turnover will be reduced, and employee retention will be improved if HR policies are implemented correctly (Haider et al., 2015).

Furthermore, many academic academics (Arthur, 1994; Huselid, 1995) agree that HR strategies directly impact employee attitudes and actions, substantially impacting organizational outcomes. Human resource activities and practices, in general, reflect the robustness of the employee-management relationship (Delery & Doty, 1996; Jackson & Schuler, 1995). According to researchers (Arthur, 1994; Huselid, 1995; Koch & McGrath, 1996), HR practices and proactive corporate initiatives should collaborate to ensure a high level of protection for its most precious assets, its people. So, to keep the employee, the firm must focus on adopting excellent human resource practices (Zahoor, Ijaz, & Muzammil 2015).

## **Theoretical Framework**

This study was anchored on different theories and various propositions of different authors that will support the author's ideas.

### **Job embeddedness theory**

According to this theory, employees' affiliations to their organizations decide whether or not they leave their jobs. For example, where the individual feels suitable for the job, such as if they have the requisite professional knowledge, personal qualities, a nice working environment, and a link to the community. Employees who have connections with the community and the organization may become stuck in their jobs. Finally, if the employee believes that they will be sacrificing strong relationships with their coworkers or that they will be foregoing valuable projects or programs, they may stay.

### **Herzberg's theory (Motivator-hygiene)**

Herzberg's theory focuses on two main characteristics that influence employee retention. They contain motivators as well as hygienic factors. Motivational factors influence employee happiness, while hygiene factors influence employee discontent. According to the theory, motivator variables include acknowledgment, achievement, work, progress, and advancement. On the other hand, hygiene considerations include a relationship with the boss, supervision, remuneration, relationship with coworkers, work circumstances, and corporate policy.

### **Maslow's hierarchy of needs**

This theory highlights the need for firms to consider their employees' basic needs, such as health, job security, and compensation. They can then rise in the organization to the position of the employee. Employees will be more dedicated to the company if they know you care about their health and that their job is secure.

### **Victor Vroom's expectancy theory**

According to the hypothesis, if an employee's goals are aligned with those of the organization, the retention rate is high. As a result, it is critical for businesses to understand their employees' goals and whether they align with the firm's.

### Equity theory in business

In social studies, equity theory has been used to explain relationships. It is frequently used in businesses or organizations to substantiate the link between employees and employers. Employees will compare their input/output to their coworkers' contributions and outcomes. In other words, they tend to ensure fair treatment. In this scenario, inputs could include knowledge, experience, qualifications, time, and personal characteristics. Benefits, monetary remuneration, and flexible work arrangements are examples of outcomes. Employees that see inequality may decide to leave the organization.

The study is also anchored on the various propositions of different authors, such as Hendry & Pettigrew (1992); and Singh (2010). It was found that there is a positive and meaningful relationship between human resource management practices and organizational culture. The study of culture indicated that individual values play an important role in determining how well an individual fits into the organizational context (Rousseau, 1990). Further, human resource management has been proposed by others to be a potentially powerful lever for shaping and changing the culture of an organization to make the organization more effective (Schien, 1983; Ulrich, 1997).

Additionally, Zahoor et al. (2015) investigated the hypothesis that human resource management practices such as Training and Development and Career Development Opportunities are related to employee retention. After studying the association of the variables, it was discovered that HR practices are highly

related to employee retention, implying that HR practices influence employee retention.

An organization's successful Human Resource Management Practices play a significant part in creating a competitive edge by retaining valuable people. Organizational performance needs to have efficient and productive employees. If a business cannot retain its personnel, it will not be able to get the most out of its human resources. As a result, it is important for management to retain the organization's top employees and maintain their loyalty to the business, which will provide the organization with a competitive advantage (Zahoor, Ijaz, & Muzammil, 2015).

Moreover, it is an endeavor by a company to maintain a working climate that encourages present employees to stay with the organization. In addition, when employees are enthusiastic about a business's culture, they tend to become emotionally and mentally attached to that organization (Sathe, 1983).

### Conceptual Framework

The conceptual paradigm in Figure 1 shows the study's independent, dependent, and mediating variables. The arrows in paths A, B, and C explain the relationship's direction from each variable. The independent variable is the organizational culture which indicators are *empowerment*-the degree of autonomy and self-determination in people and in communities, *development*- the progressive acquisition of various skills, *stakeholder satisfaction*- measurement of stakeholder perceptions of a program, project or initiative, *team orientation*- the extent to which members have a positive attitude towards working in a team, *coordination and integration*- ability of decision-makers to lead employees, *vision*- describe the desired future position of the company, *power-distance*- relationship between higher-ranking and lower-ranking individuals that depends on how the later react to the former, *agreement*- a situation in which people share the same opinion, *strategic direction and intent*- refers to the plans and direction that need to be

implemented for an organization to progress towards its vision and fulfill its goals, and *goals and objectives*- guidelines that explain what you want to achieve and strategies on how to attain the identified goals. (Dharmayanti, 2013).

The dependent variable of the study is the retention of government employees, which has its indicators, namely: *working environment* – the surrounding conditions in which an employee operates, *welfare measures* – includes anything that is done for the comfort and improvement of employees and is provided over and above the wages, and *rewards and recognition* – may be monetary (bonuses) or non-monetary (acknowledgment in a company newsletter or during a regular team meeting) to motivate employees and demonstrate that they are appreciated (Vijayalakshmi, 2012).

A mediating variable was used in this study. Mediating variable explains the relationship between the dependent variable and the independent variable. It interprets the association between independent and dependent variables. Further, mediating variable acts as an intermediary between independent and underlying factors and an outcome. Its objective is to assess how a variable affects X's influence on Y. A mediator is assumed to cause the outcome and not vice versa. One reason for testing mediation is recognizing the mechanism through which the initial variable affects the outcome (Baron & Kenny, 1986). In this study, the mediating variable is the human resource management practices.

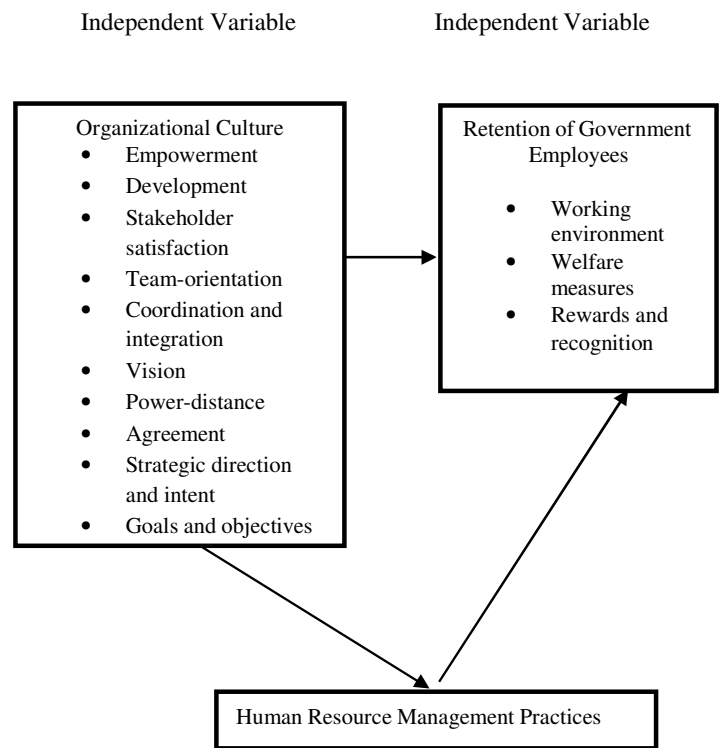


Figure 1. The Conceptual Framework presenting the Variables of the Study.

### Significance of the Study

Talented personnel in today’s competitive market have numerous options at their disposal. They would change jobs if they were unhappy with their current job or employer, especially when they found some organization that provides career possibilities, a good working environment, a good salary, etc. Therefore, this study is significant because this will help give the organization an idea to create various techniques and better strategies to reduce employee turnover and increase the organization's retention rate.

Also, this study establishes social value because both employees and the organization will be able to identify the corresponding lapses that they need to improve. Knowing each other’s failure to establish a good relationship will

generate good rules and policies to develop and improve the existing relationship.

Moreover, this study benefits government sector employees to express why their companies stay in the company. With this, the company will know what better compensation and training they need to give to their employees to make them stay and avoid retention. Also, the human resource department will be able to create effective practices that will help retain the employees. Likewise, the results of this study were also useful for succeeding studies that will be conducted about employee retention. The future researchers will be guided to discover, investigate, examine, and develop new retention policies for the companies they belong to.

### Definition of Terms

The following terms in this study are defined operationally to understand the purpose clearly:

**Organizational Culture-** is defined as behaviors shared by a group, assumptions, attitudes, and methods of interaction that contribute to an organization's unique social and psychological environment. This includes empowerment, team orientation, coordination and integration, vision, power distance, agreement, strategic direction and intent, and goals and objectives.

**Employee Retention-** is the organizational goal of retaining skilled individuals and lowering turnover by building a favorable work environment to boost engagement, expressing appreciation to employees, providing competitive compensation and benefits, and promoting a healthy work-life balance. This includes working environment, welfare measures, and rewards and recognition.

**Human Resource Management Practices-** are the practices, policies, and procedures that impact employees' conduct, attitudes, and effectiveness.

## II. METHOD

This chapter presents the discussion of the research design, research locale, the population and sample, research instrument to be used, collecting data, the statistical tools, and the ethical consideration in conducting this study.

### Research Design

This study is a non-experimental quantitative design utilizing descriptive correlational technique or research, which is the appropriate design to gather data, ideas, facts, and information related to the study. The descriptive correlational technique describes the variables and the natural relationships (Noah, 2021). It is research aimed at discovering correlations between factors and predicting future events based on current information. This study also employs the testing of mediation. It investigated the relationship between three variables-human resource management practices, organizational culture, and retention of government employees.

The general test for mediation was to examine the relation between the predictor and the criterion variables, the relation between the predictor and the mediator variables, and the relation between the mediator and criterion variables. A mediating variable lies intermediate between independent causal factors and an outcome. Mediating variables aim to estimate how a variable Z affects the impact of X on Y (Baron & Kenny, 1986).

A mediator variable explains the relationship between the two other variables, and it causes mediation in the dependent and the independent variables. In general, the mediation model examines the relationship between the dependent variable and the independent variable, the relationship between the independent variable and the mediator variable, and the relationship between the dependent variable and the mediator variable.

The interest of the study was to investigate the relationship between organizational culture

and human resource management, the relationship between retention of government employees and human resource management, and the mediating effect of human resource management on the relationship between organizational culture and retention of government employees.

## Research Locale

Figure 2 shows the location where the study was conducted. The maps presented are the Philippines, and the highlighted one is Region XI which is Davao Region. Region XI is one of the regions in the Philippines, located in the southeastern portion of Mindanao. Davao Region consists of five provinces, namely: Compostela Valley, Davao del Norte, Davao Oriental, Davao del Sur and Davao Occidental. The region encloses the Davao Gulf, and its regional center is Davao City.

The region has six cities: Davao, Digos, Mati, Panabo, Samal, and Tagum, and 43 municipalities, grouped into 11 congressional districts and divided into 1,162 barangays. Davao City is the largest city in the Philippines outside Metro Manila, where the regions cover a total land area of 20,357 sq. km. Its premier city is Davao City which has an area of 2,443.6 sq. km. According to NEDA (2019), Davao City, reputedly the largest city globally, has an area of 244,000 hectares, or 8 percent of the land area of Southern Mindanao Region or Region XI.

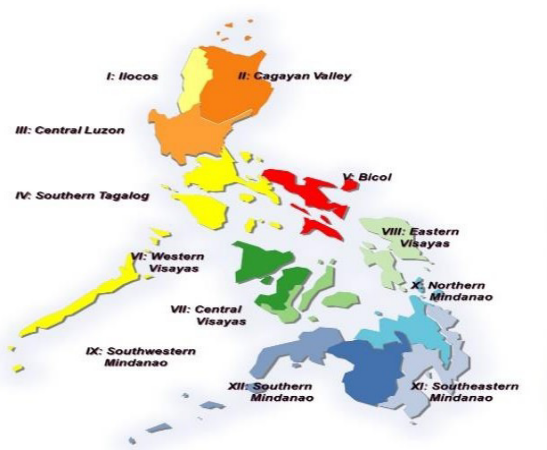


Figure 2. Map of the Philippines and Davao City

## Population and Sample

Respondents of the study are the selected employees of the Government-Owned and Controlled Corporation (GOCC) in Davao City. A total of 300 respondents consisted of regular employees, and the agency hired allied services personnel. Respondents of the study served the institution for more than six months and above.

The selection of respondents was made through a sampling technique called stratified random sampling technique. Stratified random sampling is a sampling method that divides a population into smaller groupings known as strata. The members of the groups or strata are arranged into groups based on their shared features or attributes. Categorizing a population into groups is known as stratification (Nickolas, 2021). Employees who served the institution for less than a month were excluded from the survey. Also, respondents who wished to withdraw their participation in the study were not forced to answer the questionnaire; hence their withdrawal was respected. The researcher ensured that the process of the conduct of the study was inclined with the protocol and guidelines set by the organization and University.

## Research Instrument

The research instrument used by the researcher in gathering data on the independent variable, the organizational culture, is a questionnaire created originally by Dharmayanti (2013) and was adapted and revised by the researcher. The questionnaire consists of 10 indicators, and Likert-scale measurement was used in measuring the responses of the respondents in which SA=Strongly Agree; A=Agree; UD=Undecided; D=Disagree; SD=Strongly Disagree.

Thus, the following rating scales were used to interpret respondents' responses to organizational culture.

Range of Means	Descriptive Level	Interpretations
4.20-5.0	Very High	Measures of organizational culture are always observed
3.40-4.19	High	Measures of organizational culture are often observed
2.60-3.39	Moderate	Measures of organizational culture are sometimes observed
1.80-2.59	Low	Measures of organizational culture are seldom observed
1.00-1.79	Very Low	Measures of organizational culture are never observed

The instrument used for data gathering of the dependent variable, the retention of government employees, was originally made by Vijayalakshmi (2012) and was adapted and revised by the researcher. The questionnaire was composed of 3 indicators, and Likert-scale measurements were also used.

Hence, in evaluating the retention of government employees, the following scales were utilized.

Range of Means	Descriptive Level	Interpretations
4.20-5.0	Very High	Measures of employee retention are always observed
3.40-4.19	High	Measures of employee retention are often observed
2.60-3.39	Moderate	Measures of employee retention are sometimes observed
1.80-2.59	Low	Measures of employee retention are seldom observed
1.00-1.79	Very Low	Measures of employee retention are never observed

In gathering the data on human resource management practices, the instrument used was the questionnaire downloaded from the internet and was adapted and modified by the researcher.

In this variable, indicators are not necessarily needed, and Likert-scale measurements were also utilized.

Consequently, the following rating scales were used in the interpretation of the responses of the respondents in human resource management practices.

Range of Means	Descriptive Level	Interpretations
4.20-5.0	Very High	Measures of HRM practices are always observed
3.40-4.19	High	Measures of HRM practices are often observed
2.60-3.39	Moderate	Measures of HRM practices are sometimes observed
1.80-2.59	Low	Measures of HRM practices are seldom observed
1.00-1.79	Very Low	Measures of HRM practices are never observed

The questionnaires were made simple and concise for the respondents to understand. The researcher proposed a draft of the research instrument to the adviser to polish its presentation by adapting the adviser's comments, suggestions, corrections, and recommendations. The final copies were submitted to the panel of experts for enhancement. The final revision was made by integrating the suggested alteration and corrections given by the expert before the conduct of the study. The three sets of questionnaires were

content validated by a panel of expert validators which obtained an average rating of 4.57 with a descriptive equivalent as very high.

### Data Collection

The researcher gathered data needed in the study during the Covid-19 pandemic. It was October 2020 onwards, to be exact. Since the local and the national government released some protocols to avoid the spread of the virus, including social distancing, the researcher found it quite difficult to distribute the questionnaire. Still, the researcher pursued it with the help of some friends but, of course, by following the protocols and guidelines needed in the data gathering procedure.

To determine the distribution of respondents for the entire population, the researcher asked the administrative division for the total number of the population. After which, the researcher wrote a letter to the head of Technical and Administrative Support-South and Southwestern Mindanao and the head of different branches in Davao City asking permission to conduct a study. When the request was granted, the researcher immediately distributed the printed questionnaire and collected it after the respondents answered them all. After retrieving the questionnaire, the tabulation analysis and interpretation immediately followed.

### Statistical Tools

The following statistical treatments were utilized for a more comprehensive interpretation and analysis of the data.

**Mean.** This was used to characterize the organizational culture (IV), employee retention (DV), and HRM practices (MV).

**Pearson r.** This was used to determine the significance of the relationship between organizational culture (IV), employee retention (DV), and HRM practices (MV).



**Path Analysis and Medgraph Sobel Z Test.** This was used to determine the mediating effect of HRM practices on the relationship between organizational culture (IV) and employee retention (DV).

### **Ethical Considerations**

**Voluntary participation.** The researcher asked permission from the Head of Technical and Administrative Support and Head of Member Services Branch of Pag-IBIG Fund Davao to manage research and data gathering. Respondents of this study voluntarily answered the survey questionnaire.

**Informed consent process.** The researcher informed the respondents about their rights, the purpose of the study, the procedures to be undergone, and the potential risks and benefits of participation and allowed the respondents to sign the informed consent before the conduct of the study. The researcher made sure to respect individual autonomy and that respondents in the study must participate willingly. Information was also presented to enable persons to decide whether to participate as a research subject voluntarily. The consenting process was done before the survey, and the researcher clarified to the respondents that it is their right to “withdraw” or “opt-out” of the study or procedure.

**Recruitment.** The researcher asked the help of the Human Resource Manager to get the desired number of respondents for the survey. However, the researcher will abide by the voluntary participation rule in that only those who would be willing to sign the informed consent form will be recruited. The researcher respected the decision of those who would not want to participate in the survey. Importantly, the researcher observed research etiquettes such as respect towards the participants and tact.

**Risk.** The study did not involve any forms of risk to the participants. Firstly, the gathering of data took place in their workplace. Secondly, the gathering of data was through a survey instrument.

Although the HR manager helped recruit the respondents, the researcher was still the one who gathered the data, which means that the HR manager would have no way of looking at or finding the responses of the respondents. Besides, the survey instrument did not contain any incriminating statements that would jeopardize the employment of the respondents.

**Withdrawal of participation.** Before the respondents answered the given questionnaire, the researcher enlightened the overall nature of the study and its processes. Respondents who wished to withdraw their participation were respectfully accepted.

**Privacy and Confidentiality.** The study involved collecting a signed consent agreement from participants and collecting other personally identifiable data. In essence, confidentiality in the relationship between researcher and respondents was considered an obligation of the researcher and a right of the respondents. The researcher maintained confidentiality to ensure the protection of private information, and everyone had the right to restrict the access of others to certain types of information about their person.

**Benefits.** The result of this study will give significant value to the employees of Pag-IBIG Fund Davao by knowing the organization's culture, which leads to the idea of retention. This will also help the organization how its culture affects the performance and retention of its employees, especially in the Government-Owned and Controlled Corporation (GOCC) in Davao City. Further, this will serve as a guide for the human resource management to know the need of the employees on how to retain them in the organization. Overall, this will help the GOCCs provide quality services to the people through practices made by human resource management given to their skilled employees.

**Conflict of interest.** The researcher declares no conflict of interest wherein there will be no set of conditions in conducting this study.

The primary interest was only to gather important data to help the study meet its objectives.

**Plagiarism.** The researcher sufficiently acknowledges all authors of related pieces of literature and the results of the study. Regarding avoiding plagiarism, the research will undergo the turn-it-in software to ensure that the study is not identical to any of the completed studies made by the other authors and no trace/evidence of misrepresentation of what has been done. Also, this study will be submitted to the UM Ethics Review Committee (UMERC) for further evaluation.

**Fabrication.** The researcher maintained truthfulness in her research. She made sure that there will be intentional misrepresentations of citing the data or constructing false data to come up with false conclusions. The researcher personally gathered the data to avoid any type of fabrication in the paper to avoid fabrication.

**Deceit.** The researcher observed honesty in the overall conduct of this study. There was no attempt to deceive the respondents and all those who took part in this study. In addition, the researcher honestly reported the data, results, methods, and procedures used in the study. When the researcher meets any difficulty, the researcher always seeks the help of her adviser or the research office personnel to resolve the issues to avoid untruthful deceit.

**Falsification.** The researcher properly collected and analyzed the data and sincerely revealed the study's objectives. Also, the research did not fabricate, falsify, or misrepresent data. This study was also submitted to the research office to examine thoroughly for quality control.

**Permission from Organization/Location.** The researcher obtained consent from the organization with which this study was undertaken. Moreover, the letter to conduct the study was addressed to the person of authority, signed by the research adviser, and endorsed by the office of the dean of the

professional schools. The letter was also part of the appendices of the study.

**Authorship.** This study will not be possible without the help of the respondents. All who contributed to the success of this study were acknowledged courteously. Moreover, the primary author of this published study was the researcher, and the co-author was the adviser.

### III. RESULTS

The outputs of the gathered data are presented in this chapter and are organized accordingly based on the study's objectives. First, the level of organizational culture; second, the level of retention of government employees; third, the level of human resource management practices; fourth, the association between organizational culture and retention of government employees, organizational culture and human resource management practices, human resource management practices and retention of government employees; and lastly, the significance between human resource management practices on the relationship between organizational culture and retention of government employees.

#### Level of Organizational Culture

Table 1 shows the level of organizational culture among government employees. It was revealed an average score of 3.51, which is described as a high level. This means that the respondents are satisfied with the culture of the organization. Examining the individual results of the indicator, it was revealed that all the indicators are at a high level of descriptive except for the development with an average score of 2.97, a standard deviation of 0.57, and power-distance with a mean score of 2.70 and a standard deviation of 0.61, which described as moderate level. To be more specific, the indicators with a high level of descriptive are empowerment with an average score of 3.74 and a standard deviation of 0.68; team organization got an average score of 3.91 and

a standard deviation of 0.60; stakeholder satisfaction developed an average score of 3.50 and a standard deviation of 0.51; coordination and integration got a mean score of 3.78 with a standard deviation of 0.55; vision got a mean score of 3.64 and a standard deviation of 0.59; power-distance revealed a mean score of 3.48 and a standard deviation of 0.62; agreement got an average score of 3.72 and a standard deviation of 0.57; strategic direction and intent got an average of 3.86 and standard deviation of 0.60; last is the goals and objectives revealed an average score of 3.80 with a standard deviation of 0.60.

Table 1  
*Level of Organizational Culture*

Indicators	SD	Mean	Descriptive Level
<i>Empowerment</i>	0.684	3.74	<i>High</i>
<i>Team Orientation</i>	0.608	3.91	<i>High</i>
<i>Development</i>	0.570	2.97	<i>Moderate</i>
<i>Stake Holder Satisfaction</i>	0.515	3.50	<i>High</i>
<i>Coordination and Integration</i>	0.559	3.78	<i>High</i>
<i>Vision</i>	0.593	3.64	<i>High</i>
<i>Power-distance</i>	0.614	2.70	<i>High</i>
<i>Agreement</i>	0.572	3.72	<i>High</i>
<i>Strategic Direction and Intent</i>	0.608	3.86	<i>High</i>
<i>Goals and Objectives</i>	0.609	3.80	<i>High</i>
<b>Overall</b>	0.417	3.51	<b>High</b>

### Level of Retention of Government Employees

Table 2 presents the level of employee retention in the government organization. It was shown in the table that the overall level of employee retention was 3.94, which is described as a high level, and the standard deviation of 0.47. This means that employees are more likely to stay

in the organization with the given high level of organizational culture. Also, the score explains that retention of government employees is manifested in the organization.

The data revealed that all the indicators belonged to the high descriptive level. These were: working environment with a mean score of 4.17 and a standard deviation of 0.51; welfare measure with an average score of 3.89 and a standard deviation of 0.56; and lastly, rewards and recognition with an average score of 3.63 and a standard deviation of 0.74.

Table 2  
*Level of Retention of Government Employees*

Indicators	SD	Mean	Descriptive Level
<i>Working Environment</i>	0.51	4.17	<i>High</i>
<i>Welfare Measure</i>	0.561	3.89	<i>High</i>
<i>Rewards and Recognition</i>	0.742	3.63	<i>High</i>
<b>Overall</b>	<b>0.477</b>	<b>3.94</b>	<b>High</b>

### Level of Human Resource Management Practices

Presented in Table 3 is the descriptive level of human resource management practices. It was shown in the table that the overall mean score of the variable was 3.67, with a standard deviation of 0.520. This score means that aside from the organization's culture, government employees are also satisfied with the practices of human resource management.

To be more specific, it was revealed in the table that among the 38 items in the questionnaire on human resource management practices, four items got a moderate descriptive level. These are item number 16, which has an average score of 3.38 and a standard deviation of 1.02; item number 17,

with a mean score of 3.38 and standard deviation of 0.98; item number 26, with an average score of 3.35 and a standard deviation of 0.99 and last is item number 27 with a mean score of 3.06 and a standard deviation of 0.98. On the other hand, the remaining items got a high descriptive level.

Table 3  
Level of Human Resource Management Practices

	Item	SD	Mean	Descriptive Level
1	Putting the right person in the right job	0.915	3.62	High
2	Providing new hires with adequate and relevant information about the job and the organization	0.925	3.69	High
3	Selecting candidate based on merit	0.913	3.65	High
4	Assessing the employees' training needs based on performance appraisal	0.904	3.54	High
5	Training employees on social skills, problem-solving skills, and business skills	0.859	3.73	High
6	Training is organized based on the needs of our jobs.	0.752	3.78	High
7	Assigned challenging jobs.	0.745	3.92	High
8	Encouraged to participate in various seminars and workshops etc.	0.78	3.98	High
9	Paid adequately for the work we do.	0.706	4.05	High
10	Pay increments are satisfactory.	0.804	3.83	High
11	Makes all payments due to us in time.	0.759	4.10	High
12	Organization follows the policy of matching pay with performance.	0.863	3.70	High
13	Received competitive pay compared to other organizations with similar work.	0.755	3.96	High
14	We are satisfied with the benefits we receive.	0.996	3.62	High
15	The benefits are similar to other organizations.	0.984	3.43	High
16	Fair distribution of rewards and incentives.	1.026	3.38	Moderate
17	Rewards are strictly linked to employee performance.	0.989	3.38	Moderate
18	The rewards and incentives motivate us to perform better.	0.904	3.59	High
19	Appraises the performance of its employees at regular intervals.	0.94	3.55	High
20	Performance appraisal aims to improve employees' performance and skills.	0.873	3.65	High
21	Performance appraisal has been fair and objective.	0.886	3.61	High
22	Performance goals are realistic.	0.783	3.71	High

23	There is proper feedback on our performance.	0.883	3.57	High
24	Identify the needs of employees to attain career goals through performance appraisal.	0.866	3.54	High
25	Recognizes the career growth needs of its employees.	0.951	3.48	High
26	There are adequate growth opportunities for those who perform well.	0.998	3.35	Moderate
27	Good performers get promoted first.	0.989	3.06	Moderate
28	Recommendable place to work.	0.791	3.87	High
29	We do not work under the threat of losing our jobs.	0.781	3.79	High
30	Provides programs to assist in balancing the demands of employees with a working spouse.	0.819	3.51	High
31	Provides programs to assist in balancing the demands of families with children and/or elderly family members	0.847	3.52	High
32	Organization organized recreational activities and occasional celebrations.	0.689	4.05	High
33	Activities like religious preaching and/or fitness camps are organized.	0.819	3.81	High
34	Motivated to work collectively to achieve common goals.	0.685	3.93	High
35	Organizations put effort into making employees feel like members of the corporate family.	0.799	3.82	High
36	Promotes honest and open self-expression.	0.934	3.61	High
37	Supervisors encourage employees to discuss problems with them.	0.926	3.61	High
38	Often asked by our supervisors to participate in decision-making.	0.962	3.50	High
	<b>Overall</b>	<b>0.520</b>	<b>3.67</b>	<b>High</b>

### Correlation of Organizational Culture and Retention of Government Employees

Table 4 presents the correlation measures between organizational culture and retention of government employees. It was shown on the table that the overall coefficient of correlation was .672 with a p-value of .000. This means that there is a highly significant relationship between the organizational culture and retention of government employees because the p-value was lesser than the value set for the level of significance in this study, which is 0.05.

Specifically, when indicators of organizational culture were correlated with the indicators of employee retention it garnered the following results: Empowerment correlated with working environment, welfare measure and rewards and recognition yielded an overall coefficient of .594 at p-value .000; Team Orientation correlated with working environment, welfare measure and rewards and recognition yielded an overall coefficient of .553 with p-value of .000; Development correlated with working environment, welfare measure and rewards and recognition yielded an overall coefficient of .274 with a p-value of .000; Stake Holder Satisfaction correlated with working environment, welfare measure and rewards and recognition yielded an overall coefficient of .353 at p-value of .000; Coordination and Integration correlated with working environment, welfare measure and rewards and recognition yielded an overall coefficient of .568 with a p-value of .000; Vision correlated with working environment, welfare measure and rewards and recognition yielded an overall coefficient of .606 with p-value of .000; Power-distance correlated with working environment, welfare measure and rewards and recognition yielded an overall coefficient of .224 at p-value .000; Agreement correlated with working environment, welfare measure and rewards and recognition yielded an overall coefficient of .502 with p-value of .000; Strategic Direction and Intent correlated with working environment, welfare measure and rewards and recognition yielded an overall coefficient of .598 with p-value of .000 and Goals and objectives correlated with working environment, welfare measure and rewards and recognition yielded an overall coefficient of .536 and a p-value of .000. This further explains that all the indicators of organizational culture are significantly correlated to all indicators of employee retention.

Table 4  
*Correlation of Organizational Culture and Retention of Government Employees*

	Retention of Government Employees	
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Organizational Culture	Working Environment	Welfare Measures	Rewards and Recognition	Overall Correlation
<i>Indicators</i>				
Empowerment	.545** (.000)	.521** (.000)	.381** (.000)	.594** (.000)
Team Orientation	.617** (.000)	.452** (.000)	.257** (.000)	.553** (.000)
Development	.244** (.000)	.184** (.001)	.226** (.000)	.274** (.000)
Stakeholder Satisfaction	.313** (.000)	.290** (.000)	.253** (.000)	.353** (.000)
Coordination and Integration	.541** (.000)	.464** (.000)	.368** (.000)	.568** (.000)
Vision	.497** (.000)	.552** (.000)	.439** (.000)	.606** (.000)
Power-distance	.271** (.000)	.158** (.006)	.098 (.089)	.224** (.000)
Agreement	.498** (.000)	.401** (.000)	.309** (.000)	.502** (.000)
Strategic Direction and Intent	.601** (.000)	.457** (.000)	.377** (.000)	.598** (.000)
Goals and Objectives	.599** (.000)	.440** (.000)	.245** (.000)	.536** (.000)
<b>Overall Correlation</b>	<b>.668** (.000)</b>	<b>.551** (.000)</b>	<b>.403** (.000)</b>	<b>.672** (.000)</b>

**Correlation of Organizational Culture and Human Resource Management Practices**

Presented in table 5 is the correlation between organizational culture and human resource management practices. As shown in the table, the overall coefficient of correlation between organizational culture and human resource management was .741 and a p-value of .000. This implies that there is a significant relationship between the independent variable and mediating variable. To examine closely, when human resource management practices correlated to empowerment, it got a coefficient of .702; when

correlated to team orientation, it yielded a coefficient of .659 0; when correlated to development, it got a coefficient of .355; also when correlated to stakeholder satisfaction it revealed a coefficient of .445; when correlated to coordination and integration it revealed a coefficient of .527; when correlated to vision, it yielded a coefficient of .607 furthermore, when correlated to power-distance it got a coefficient of .289 additionally, when correlated to an agreement it got a coefficient of .482; when correlated to strategic direction and intent it got a coefficient of .562; when correlated to goals and objectives it yielded a coefficient of .551 and all of the p-values are at .000 which denotes a significant relationship.

Table 5  
*Correlation of Organizational Culture and Human Resource Management Practices*

Organizational Culture	Human Resource Management Practices
Empowerment	.702** (.000)
Team Orientation	.659** (.000)
Development	.355** (.000)
Stakeholder Satisfaction	.445** (.000)
Coordination and Integration	.527** (.000)
Vision	.607** (.000)
Power-distance	.289** (.000)
Agreement	.482** (.000)
Strategic Direction and Intent	.562** (.000)
Goals and Objectives	.551** (.000)
<b>Overall Correlation</b>	<b>.741** (.000)</b>

### Correlation of Human Resource Management Practices and Retention of Government Employees

Table 6 revealed the correlation between human resource management practices and government employee retention. As shown in the table, the overall coefficient between mediating and the dependent variable was .734 and a p-value of .000, which is significant at 0.05.

Specifically, when human resource management practices correlated to each indicator of government employee retention, it shows that with the working environment, it got a total coefficient of .554 and a p-value of .000; with welfare measure, it yielded a total coefficient of .627 and a p-value of .000; rewards and recognition revealed a total coefficient of .734 and a p-value of .000. It was observed that all p-value is less than 0.05, which means that human resource management practices and government employee retention are significantly correlated.

Table 6

*Correlation of Human Resource Management Practices and Retention of Government Employees*

	Retention of Government Employees			Overall Correlation
	Working Environment	Welfare Measures	Rewards and Recognition	
Human Resource Management Practices	.554** (.000)	.627* (.000)	.616** (.000)	.734** (.000)

## Path Analysis

Table 7 presents the data entry for the different paths. The Independent variable is Organizational Culture, the Dependent variable is Retention of Government Employees, and the Mediating variable is Human Resource Management Practices. This path analysis involved four steps.

Step 1 was called Path C (IV and DV). This is the regression between organizational culture and retention of government employees. The result yielded an Unstandardized Regression Coefficient (B) of .768, a Standard Error (SE) of 0.049, and a significance value of .000.

Step 2 was called Path B (MV and DV). This is the regression between human resource management practices and the retention of government employees. The path yielded an Unstandardized Regression Coefficient (B) of 0.672, the Standard Error (SE) was 0.036, and the significance value was .000.

Step 3 was called Path A (IV and MV), wherein organizational culture was regressed on human resource management practices. The result showed that the Unstandardized Regression Coefficient was 0.924, where the Standard Error (SE) was 0.049 with a significance value of .000.

Step 4 was the analysis of the combined influence of MV and IV on DV, wherein human resource management practices and organizational culture were regressed in the retention of government employees. When human resource management practices regressed with the retention of government employees, it resulted in an unstandardized regression coefficient (B) of 0.479 and a standard error (SE) of 0.052. It also yielded a standardized regression coefficient (Beta) of 0.522, and the part correlation was 0.351.

Moreover, when the organizational culture was regressed with the retention of government employees, the standardized regression coefficient (Beta) was .285, where the part correlation was .191, and the Total R square was .575. This

means that the combined effect of MV (human resource management practices) and IV (organizational culture) on DV (retention of government employees) was only 57.5%

Table 7  
Data Entry for the Different Paths

Independent Variable (IV) Organizational Culture (OC) Dependent Variable (DV) Retention of Government Employees (RGE) Mediating Variable (MV) Human Resource Management Practices (HRM)		
STEPS		
1	Path C (IV and DV)	
	Organizational Culture Regressed on Retention of Government Employees	
	B (Unstandardized Regression Coefficient)	0.768
	SE (Standard Error)	0.049
	Significance	0.000
2	Path B (MV and DV)	
	Human Resource Management Practices Regressed on Retention of Government Employees	
	B (Unstandardized Regression Coefficient)	0.672
	SE (Standard Error)	0.036
	Significance	0.000
3	Path A (IV and MV)	
	Organizational Culture Regressed on Human Resource Management Practices	
	B (Unstandardized Regression Coefficient)	0.924
	SE (Standard Error)	0.049
	Significance	0.000
4	Combined Influence of MV and IV on DV	

Human Resource Management Practices and Organizational Culture Regressed on Retention of Government Employees	
Human Resource Management Practices	
B (Unstandardized Regression Coefficient)	0.479
SE (Standard Error)	0.052
Beta (Standardized Regression Coefficient)	0.522
Part Correlation	0.351
Organizational Culture	
Beta (Standardized Regression Coefficient)	0.285
Part Correlation	0.191
Total R Square	0.575

**Mediation Analysis of the Three Variables**

The results of mediation computation are shown in Figure 3. The Sobel test yielded a z-value of 12.003 and a p-value of .000, significant at a 0.05 level. This means that the partial mediation of human resource management practices on the relationship between organizational culture and retention of government employees is significant; thus, the null hypothesis for the mediation was rejected. Furthermore, the fundamental relationship between organizational culture and retention of government employees has reduced from a significant beta coefficient value of 0.673 to 0.175, which is still significant with the inclusion of the mediator variable, human resource management practices.

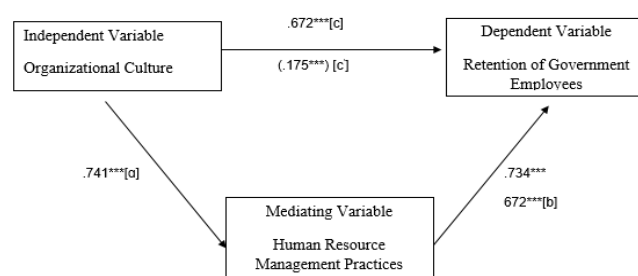
Moreover, the figure shows the results of the computation of the effect size in the mediation test conducted between the three variables. The effect size measures how much of the effect of an organization on the retention of government employees can be attributed to the indirect path. The total effect value of 0.672 is the raw correlation between organizational culture and

retention of government employees. The direct effect value of 0.175 is the size of the correlation between organizational culture and retention of government employees with the inclusion of human resource management practices in the regression. The indirect effect value of 0.497 is the amount of the original correlation between organizational culture and retention of government employees that now goes through human resource management practices to the retention of government employees (a\*b), where “a” refers to the path between the independent variable and mediating variable and “b” refers to the path between mediating variable and dependent variable. The ratio index of 0.739 was obtained by dividing the indirect effect by the total effect. This explains that about 73.9 percent of the total effect of the independent variable on the dependent variable goes through the mediating variable, and about 26.1 percent of the total effect is either direct or mediated by other variables not included in the model.

**Medgraph Results**

Significance of Mediation		Significant
Sobel z-value	12.003	p-value= .0000
95% Symmetrical Confidence Interval		
Lower	.6717	
Upper	.8645	
Unstandardized indirect effect		
a*b	.6209	
se	.0490	
Effect Size Measures		
Standardized Coefficients		
Total:	.672	
Direct:	.175	
Indirect:	.497	
Indirect to Total Ratio:	.739	

**Standardized Coefficients**



NOTE: The numerical values in the parentheses are beta weights taken from the second regression, and the other values are zero-order correlations.

Figure 3. Medgraph Showing the Variables of the Study



#### IV. DISCUSSION

This chapter presents the discussion of the data on the mediating effect of human resource management practices on the relationship between organizational culture and retention of government employees.

##### Level of Organizational Culture

In this study, the level of organizational culture is high obtained from the respondents' responses in empowerment, team orientation, development, stakeholder satisfaction, coordination and integration, vision, power-distance, agreement, strategic direction and intent, and goals and objectives.

The high level of empowerment indicated that most employees are highly involved in their work. Respondents get enough information to understand the organization's future. Respondents also believe in having a positive impact and have taken part in discussions to perform decisions.

Also, this high level of empowerment means that the organization's decisions and planning are usually made at the level where the best information is available and widely shared so that everyone can get it. According to Zaraket et al. (2018), empowered employees are more competent, which improves their performance. It also maximizes human resources by making people feel more secure and self-sufficient, leading to proactive and inventive behavior. Employee empowerment also allows them to actively contribute to the company's success (Tower Watson, n.d).

Additionally, the high level of team orientation indicated that teamwork is used in the organization to get work done, rather than hierarchy; teams are the primary building blocks, the good listener and the constructively confront problems of the respondents, and staff and manager have a productive working relationship. Ghorbanhosseine (2013) agreed with this finding, concluding that teamwork is a significant factor in organizational commitment. Working creativity

increases when a company has a strong team, increasing job satisfaction. Furthermore, cooperation should be incorporated because how employees connect is critical to the team's success.

Moreover, the high level of stakeholder satisfaction denotes that different parts of the organization often cooperate to create change; the interests and inputs of the stakeholders often get involved and influence the decisions. Respondents understand the wants and needs of the stakeholder.

Stakeholder identification and importance are critical in project management. In terms of the organization, successfully managing stakeholders is essential, ensuring that stakeholders' requirements are addressed regardless of who the stakeholders are, leading to more successful project outputs. (Gifford & Lesser, 2016).

Likewise, the high level of coordination and integration explains that every part of the organization works together to achieve a common goal. People from different parts of the organization can easily coordinate and share common perspectives. There is a good alignment of goals across levels. According to (Marquis, n.d.), coordination and integration are vital in the organization. Employees lose faith in their superiors' leadership when coordination and integration are lacking, which can cause task progress to be slowed, resulting in poorer productivity. Overall, a lack of coordination and integration will jeopardize internal communication. Hence coordination and integration are necessary.

Similarly, the high level of vision illuminates that the organization's vision meets employee goals, creates excitement and motivation for all employees, influences employees and clients, and leaders have a long-term, clearly stated, and realistic viewpoint. Aligning with the mission of the company aids in enhancing efficiency and production. According to Color Infusion (2018), an organization's lack of vision and purpose statements indicates a lack of guidance toward the desired objective.

Furthermore, the high level of power distance signifies that employees are afraid to express disagreement with the managers, employees are being unclear on duties and responsibilities, employees have a hostile relationship with the manager/leader, employees are not invited by leaders to be involved in decision making, decision-making structure is more often the choice of the leader rather than from a perspective process, the superior more often makes decisions without the subordinates' participation, leaders rely on formal rules, and authoritative leadership and close supervision lead to dissatisfaction, poor performance, and unproductivity. In a high-power distance cultural setting, supervisors make decisions on their own without including subordinates in decision-making, according to Francesco and Chen (2000). They believe that consulting subordinates when deciding demonstrates the superior's incapacity. As to Khatri (2009), this communication gap results in decisions made by superiors who are unaware of what is going on at the lower levels of the hierarchy.

Continuously, the high level of agreement connotes that employees' work hard to achieve win-win solutions when disagreement occurs. It is easy for employees to solve disagreements through integration and coordination. There is a clear agreement about the right and wrong ways to do things. According to CIPD (2015) (Chartered Institute for Personnel and Development), employees may experience poorer productivity, work disruptions, turnover, and termination because of conflicts in the workplace. Conflicts can also be the source and impact of emotional stress on employees. Thus, addressing issues early on can result in superiors treating employees fairly, leading to increased productivity and lower costs for medical bills, workers' compensation claims, and litigation.

Also, the high level of strategic direction and intent implies that the organization has a long-term purpose and direction, there is a clear mission that gives meaning and direction to respondents' works, there is a clear and applicable strategy for

the future of the company and employees gain a greater sense of importance in the strategic direction of the organization. Demiralay (2020) aided this finding by stating that strategic direction and intent should be observed in the organization because they are the strategies that would be followed for an organization to develop toward its vision and achieve its objectives. It implies that owners and managers would acknowledge the importance of employees' efforts and contributions to the company's objectives. Furthermore, it bridges the gap between the organization's current capabilities and the objectives that have been specified (Brand, 2012).

The last indicator with a high level is goals and objectives. The level indicates that leaders set realistic goals and provide clear direction on employees' work. The manager states the company objectives they are trying to meet, and employees know how to achieve long-term goals. There is a continuous tracking of progress against personal goals. Goals and objectives serve as the foundation for planning and coordinating actions to achieve the intended outcomes. (David, 2007). According to Hills & Jones (2007), the company's performance can be evaluated by focusing on a few primary objectives. Employees may be rewarded for improving their performance. Setting clear deadlines for achieving goals can help motivate individuals to reach them. Furthermore, these well-thought-out goals can be used to evaluate manager performance.

On the other hand, among the indicators of organizational culture, only development got a moderate level. This means that not all respondents agreed that the capability of people is not constantly improving, that there is no continuous investment in the skills of employees, and that problems do not arise because respondents do have the skills necessary to do the job. Employee development, like other aspects, is critical to the success of any organization or enterprise. Its primary goal is for employees to improve their existing knowledge and develop skills that will benefit the company. Employee development activities aid in the development of

employees, which in turn aids in the efficient delivery of services and meets the organization's needs. (Zammuto, 2019; Juneja, 2015).

### **Level of Retention of Government Employees**

This study perceived that the level of retention of government employees is high, manifested in the working environment, welfare measures, and rewards and recognition.

To begin with, the high level of working environment says that working environment is comfortable for the ventilation facilities in the organization are well maintained, there is enough illumination at the workplace, cleanliness is maintained, employees are treated with due respect, good work done is appreciated, there is a fair treatment among employees there is better coordination among co-workers. There is a good transport facility for the employees. The working environment is one of the essential determinants for employee retention, according to Mandhanya (2015). Employee motivation and performance are influenced by their working environment (Chandrasekar, 2011). This is supported by Nanzushi (2015), who stated that employees need a good environment and a sense of obligation or dedication because it affects their performance.

Razig and Maulabakhsh (2015) also demonstrated that a positive work atmosphere boosts employee productivity, efficiency, and effectiveness. It was also established that having ideal working circumstances can boost each employee's level of job satisfaction.

Moreover, the high level of welfare measures implies that the organization provides a pure drinking water facility, toilets are maintained hygienically, a first aid box is present, appropriate firefighting methods are followed, there is a partner hospital, insurance schemes provided are good, and retirement benefits schemes are provided such as a pension, provident fund, and gratuity. Employers may effectively retain employees by having policies and practices that serve the needs of their employees (Wisconsin

State Government, 2005). According to Krueger and Rouse (1998), employee retention can be improved through incentive programs, welfare facilities, praise, recognition, and continual opportunities for advancement.

Lastly, the high level of rewards and recognition explains that the salary structure in the organization is visible; there is provision for group insurance schemes, overtime salary is given to the employees, yearly bonus schemes are provided to the employees as well as performance bonus incentives, fringe benefits are provided, and the compensation paid for workers during layoffs or during any accidents occurring within the company is satisfactory.

This is supported by Mendis (2007), who believes that a well-balanced reward system in financial and non-financial dimensions should be advocated to retain personnel. It is inferred that a company must have motivated and committed personnel to work to achieve its objectives. Mngomezulu et al. (2015) also found that efficient talent management should be offered and reward, passion, recognition, and motivation to boost staff retention and reduce turnover.

Furthermore, Oyoo et al. (2016) stated that for a company to retain competent personnel, it is fundamental to have great internal and external quality. A good award system is also necessary. Kimunge (2014) also stressed the need for a better work-life balance, training and development, and career advancement in determining employee retention.

### **Level of Human Resource Management Practices**

The level of human resource management practices is high, derived from the response made by the respondents. The level means that the human resource management provides training needs by the employees, encourages employees to participate in various seminars and workshops, provides programs to assist in balancing the

demands of families, and rewards and incentives are fairly distributed to the employees.

Human resource is the most important resource in an organization and having a talented and skilled workforce is essential to long-term survival. According to Zafar et al. (2016), indicators of human resource management practices such as job satisfaction, work-life balance, work environment, career development, rewards and recognition, and supervisor support have a positive and significant direct impact on the employee. It is also important to understand that retaining talented and skilled employees would help realize its goals. Furthermore, engagement and understanding between the company and the employees might aid in addressing the employee retention issue.

### **Correlation between Organizational Culture and Retention of Government Employees**

The relationship between organizational culture and retention of government employees was found to have a significant and positive relationship. This signifies the rejection of the null hypothesis asserting that there is no significant relationship between organizational culture and retention of government employees. The result further entails that the higher the organizational culture, the higher the chance the government employees will stay. This is corroborated by Brenyah and Tetteh's (2016) study, which found that organizational culture significantly impacted employee productivity and retention. It's not just about being a great employer; it's about attracting passionate individuals about the organization's vision, mission, and strategy and the will and resources to see it through. As a result, an effective business culture should fundamentally engage people, resulting in higher productivity.

Also, Shah and Sarkar (2017) backed up this finding by stating that culture is the most important factor in attracting and retaining key personnel. The degree of alignment between an organization's culture and its employees' value preferences can predict employee retention and

turnover. Employees must feel like they are part of a team; they must be linked to the organization's mission and direction and their colleagues; and they must have better opportunities to collaborate, which leads to even more cooperation.

Therefore, firms must acknowledge that employee retention is vital to their success and that effective employee retention tactics will enable them to keep their most valuable assets, their workers. These assets would make any company a market leader by keeping business in the marketplace.

### **Correlation between Human Resource Management Practices and Retention of Government Employees**

The result of this study was also found to have a significant and positive relationship between human resource management practices and the retention of government employees. Therefore, the null hypothesis, which declares to have no significant relationship between human resource management practices and retention of government employees, is rejected. The higher the level of human resource management practices, the higher the probability of retaining government employees. This result is substantiated by Zahoor, Ijaz, and Muzammil (2015), stating that it is important to connect organizational human resources and employee retention to attain the organization's goal. Methods of human resource management help the company keep their valuable and competent employees for a longer time, making them more committed and guaranteeing that they function well for its growth, leading to greater productivity and profitability.

Furthermore, it is widely acknowledged that strong HR policies help to reduce the turnover rate. HR practices are primarily organizational techniques that aid in the management of a human resource team and ensure that employees are involved in the achievement of the goal of the organization (Schuler & Jackson, 1987). Therefore, businesses should empower their employees to make critical decisions in their

positions that are conducive to productivity. It might be viewed as a strategy to keep the company's skilled staff.

Moreover, according to Malik (2013), employee performance is positively related to HR practices such as training, pay, and performance evaluation. Employee turnover will be reduced, and employee retention will be improved if HR practices are properly implemented (Haider et al., 2015).

This result is more supported by different academic scholars (Arthur, 1994; Huselid, 1995), which state that employee attitudes and behaviors are directly influenced by HR practices, which significantly impact organizational outcomes. HR initiatives and activities, in general, reflect the quality of the employee-management connection (Delery & Doty, 1996; Jackson & Schuler, 1995). Researchers (Arthur, 1994; Huselid, 1995; Koch & McGrath, 1996) indicate that HR practices and proactive corporate initiatives should collaborate to offer protection for its most precious assets: its people. As a result, the company must adopt excellent human resource policies to keep the employees (Zahoor, Ijaz & Muzammil 2015).

### **Correlation between Organizational Culture and Human Resource Management Practices**

The result of the study also found that organizational culture and human resource management practices are significantly and positively related. Thus, the null hypothesis is rejected, which states no significant relationship between organizational culture and human resource management practices. The significant and positive relationship explains that human resource management practices contribute to the organization setting a culture. HR plays a vital part in corporate culture, according to Weber (1996), because it is the people who work for the company that accepts and grow the culture. Recruiting, selection, and training are all basic HRM activities that impact an organization's stability and success. As a result, these actions have the potential to influence employee behavior and promote

attitudes that help shape organizational culture development.

Human resources are a vital tool for cultivating a healthy organizational culture. Continuous planning, engaging employees, establishing constant communication networks, setting precise objectives, enhancing staff, establishing a suitable remuneration system, and smoothing organizational structures are all strategies to foster desirable corporate culture (Schien, 1983; Ulrich, 1997).

Moreover, Singh (2010) concluded a strong, positive, and relevant association between HRM practices and organizational culture in India in his study on human resource management practices and organizational culture in India. Human resource management practices serve as a mechanism for building and sustaining corporate culture. Others have proposed that human resource management might be a significant tool for influencing and changing an organization's culture and making it more effective (Schien, 1983; Ulrich, 1997).

### **Mediating Effect of Human Resource Management Practices on the Relationship between Organizational Culture and Retention of Government Employees.**

The goal of this study was to add to the body of knowledge about a potential indirect, mediating component in the relationship between organizational culture and retention of government employees. Human resource management practices were explored as a possible mediating construct to explain how organizational culture affects government employee retention, and the results revealed a partial mediation. This implies that human resource management practices partially mediate the relationship between organizational culture and the retention of government employees. This strengthens the validity of the theory offered in this study, as the findings of each regression between two variables uphold the author's position in the framework.

The findings of this study back up Sathe's (1983) assertion that employees who are excited about an organization's culture appear to become emotionally and intellectually devoted to it; thus, the company should make an effort to develop a work environment that motivates present workers to stay. This proposition was strengthened by the Job embeddedness theory, which claims that employees' connections to their firms determine whether they stay or not in their jobs. For instance, employees believe they are qualified because they have the necessary job knowledge, personal abilities, a good working environment, and a strong sense of common purpose. Employees may become attached to a firm because of their ties to the company and the community. Finally, if the employee believes that leaving would compromise good working relationships and good projects or services, they will prefer to stay.

Another proposition of different authors, such as Hendry and Pettigrew (1992); and Singh (2010), was anchored in this study, which states that human resource management methods and corporate culture have a good and meaningful link. According to the study of culture, the value of an individual has a strong impact on determining an individual's fit into an organizational setting (Rousseau, 1990). Others have stated that human resource management could be a significant lever for influencing and changing an organization's culture to increase its efficiency (Schien, 1983; Ulrich, 1997).

Moreover, Zahoor et al. (2015) also supported the result of the study, affirming that employee retention is positively associated with human resource management activities such as training and development and career advancement possibilities, which backed up the study's findings. When the correlations between the variables were examined, it was observed that HR practices are strongly associated with employee retention, indicating that HR practices impact employee retention.

Good HR management techniques play a key role in gaining a competitive advantage by

enticing valuable employees. Effective and active employees are essential to an organization's success. A corporation won't be able to get the most out of its human resources if it can't keep its employees. As a result, management must keep the firm's finest personnel and sustain their dedication to the company, which will provide it with a competitive edge (Zahoor, Ijaz, & Muzammil 2015).

## Conclusion

The conclusions are drawn in this section after considering the result of the study. It was revealed that human resource management practices, organizational culture, and retention of government employees acquire a high descriptive level. The result of the study also proves that there is a significant relationship between organizational culture and the retention of government employees. Similarly, there is a significant relationship between organizational culture and human resource management practices. Also, a significant relationship exists between human resource management practices and the retention of government employees. Additionally, the result of the study also confirms that human resource management practices significantly and partially mediate the relationship between organizational culture and retention of government employees.

Finally, after all the investigation and analysis, this study concluded that organizational culture is one of the factors for employee retention and that human resource management practices help the organization retain its most valuable assets to grow, develop and reach its long-term vision and goals. Results also support the theory and propositions presented in this study which generally states that organizational culture, employee retention, and human resource management practices have a positive and significant relationship.

## Recommendations

Since the result of the study indicated a moderate level for some indicators of organizational culture such as development and power-distance and some items on HRM practices, it is recommended that there should be a continuous investment in the skills of employees by providing them training and seminars that will improve their performance and develop their skills such as Creative Thinking Skills Grooming Program and Workplace Wellness and Ethics Awareness Trainings. Employees should have continuous support and constructive feedback and guidance and should be appreciated when they start to improve.

Also, there should be equal treatment between the superior and subordinates. The managers or leaders of the organization should have constant interaction with the subordinates to have good communication so that employees will be able to express themselves and, in the latter, promote a good relationship which a good help to achieve the goals and objectives that the organization is trying to meet.

Furthermore, leaders of the organization must be well aware of their responsibilities; therefore, leaders should also have Leadership and Communication seminars and, Managerial and Supervisory skills Training and Seminars for them to lead their subordinates fairly and satisfactorily and so that they can help the organization to function properly and all of its activities to run smoothly.

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