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## The Impact of HRM Practices on the Employee Retention in the Jordanian Plastic and Rubber Sector

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### Abstract

One of Jordan's vibrant and varied industries is the plastics and rubber sector. This sector in Jordan has enjoyed a long and rich history in the region. Despite this achievement, Plastic and rubber companies in Jordan face various challenges and issues. Due to the high rate of employee turnover in plastic businesses over time, one of the challenges the plastic and rubber industry faces is employee retention. Moreover, finding ways to encourage employees to remain with the company has grown to be of particular importance as businesses struggle with staff retention due to the risk of high employee turnover. The phenomenon raised alarms about the plastic and rubber sector employee turnover problem. In order to address the employee turnover issue and produce results at the employee level, such as a decrease in the likelihood of employee turnover and an increase in their willingness to remain with the business, good HRM (Human Resource Management) practices must be implemented. In order to improve employee retention in Jordanian plastic and rubber enterprises, this paper discusses the significance of implementing effective HRM practices (job design and job security).

This study aims at investigating the role of HRM (Human Resource Management) practices on employee retention in the Jordanian plastic and rubber sector. The study develops a conceptual model that links HRM practices (job design and job security) with employee retention in the Jordanian plastic and rubber enterprises. A self-administrated questionnaire has been designed as a data collection instrument. Using the purposive sampling design, 250 questionnaires will be distributed to employees in Jordanian plastic and rubber firms. Quantitative method has been adopted in the study such as descriptive analysis, regression models, and hypothesis testing methods. The expected findings will show that there is a significant effect of HRM dimensions on Jordanian plastic and rubber employees' intention to

stay. Based on the study model, the study provides practical lessons in applying HRM methods to improve employees' intention to stay in the Jordanian plastic and rubber sector.

**Keywords:** HRM Practices, Employee Retention, Selection Practices, Job Security, Job Design

## Introduction

The plastic and rubber sector is one of Jordan's important economic and GDP contributors. The GDP belongs to the plastic and rubber sector more than (1%) (Jordan Chamber of Industry, 2020). Through innovation, wise investment, and the ability to compete with rivals in the region who receive significant subsidies, plastic companies in Jordan have over the year's demonstrated extremely high resilience and stability. As a result, they have been able to grow and flourish in some very unstable regional and global conditions. For instance, the sectors investment grew by 5, 9% at the last decade and the value added in this sector reached about 30% of the total production. Moreover, the plastic and rubber sector reached about 313 million dollars in 2019 (Jordan Chamber of Industry, 2020).

Despite the progress and development described, Jordan's plastic and rubber sector still faces a number of difficulties. Employee turnover is a very expensive problem, particularly for a developed third-world nation like Jordan. Statistics show, Jordan's industrial sectors face a high turnover rate (Amushila & Business, 2021). For instance, among all Jordanian industrial sectors, the plastic and rubber sector has seen a decline in employment over time and has the highest turnover rates (Albustanji, 2019). Therefore, employee turnover and retention are one of the challenges that Jordan industrial sector such as the plastic and rubber sector face.

Moreover, according to a review of the previous research, employee retention is a problem that has persisted over time, and the study that has been done in this field has not been adequate to address this issue. The Middle East has little published work on employee retention, whereas Europe accounted for 46% of all research (Al Kurdi et al., 2020; Al-Harazneh & Sila, 2021). For instance, in Jordanian institutions, there have been few studies on workers' intentions to remain, attitudes toward their work, and reasons for quitting (Kurdi et al., 2020). Besides, few recommendations are provided by the literature on how to deal with the shortage manpower, and the problem is that companies are still linked to the insufficient employee retention tactics (Amushila & Bussin, 2021). For instance, Jordan is an economically developing Middle Eastern country, has a setting that is not widely discussed in the literature on employee retention and how employees might become a true asset to a company (Al Kurdi et al., 2020; Alhmoud & Rjoub, 2020). As a result, the literature underlined the necessity to integrated HRM practices with employee retention. The literature emphasised that by implementing effective HRM procedures in the firm, employees would be more likely to stay around (Fishman, 2016).

As a result, the focus of this article is on improving staff retention rates for plastic and rubber firms operating in Jordan. It looks at how job design, and job security affect employee retention in the Jordanian plastic and rubber sector. This study adds to the body of current work by taking into account HRM procedures as potential barriers to addressing employee intention to remain. The study also adds to the body of knowledge on HRM and employee retention by showing how employees' intentions to continue with their jobs increase when they feel appreciated by their employers (Kuvaas, 2008). Employers in plastic and rubber sector will find the study's findings useful in understanding the connection between HRM procedures and employee retention, as well as in learning how to incorporate effective strategies when developing employee retention efforts and practices. Furthermore, HR

managers will be better able to oversee their employee retention strategies and have a better understanding of the factors that influence employee intention to stay.

### Overview of the Plastic and Rubber Sector in Jordan

The plastic and rubber sector is regarded as one of the most significant industries with numerous uses and interference. This sector is significant in all facets of practical life, due to its simplicity of creation and manufacture in a way that meets the various demands of individuals. In addition to its indirect role in completing the production cycle of numerous other commercial and industrial enterprises, this sector's significance can be attributed to the diversity and adaptability of its products for use in many other industries (Jordan Chamber of Industry, 2020). The graph below shows that, with 17%, 19%, and 20% respectively, the plastic and rubber industries are among the largest in Jordan after the food and engineering industries. Besides, this sector includes paper-based businesses, drip irrigation systems, pipes, bags, furniture, packaging, blankets, plastic caps, and bags (Albustanji et al., 2019).

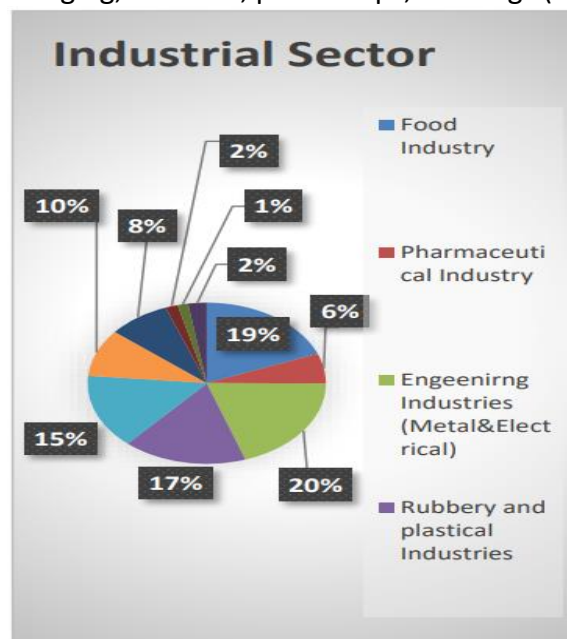


Figure (1): Industrial Sector in Jordan

Source: (JIEC Annual Report, 2021)

According to statistics from the industrial chambers in Amman, Al-Zarqa, and Irbid, there were more businesses operating in this sector in 2019 than there were in 2018. The number of businesses reached 261 in 2019 as opposed to 252 in 2018, a 3.6% rise. A 5.4% growth rate was recorded in the number of craft businesses in 2019, which went from 335 to 353 businesses (Jordan Chamber of Industry, 2020). On the other hand, the total capital for industrial establishments registered in this sector increased by 115.6 million Jordanian dinars during 2019 compared to 108 million Jordanian dinars during 2018 with a growth of 7%, and the total capital of craft facilities increased to 10.8 million Jordanian dinars during 2019 compared to 10.1 million Jordanian dinars during 2018 with a growth rate of 7%. The exports of the plastic and rubber industries sector in 2019 saw a minor decline of 3%, according to statistics on the certificates of origin granted by the three industrial chambers, with exports totalling 222.3 million Jordanian dinars compared to 229.3 million Jordanian dinars in 2018 (Jordan Chamber of Industry, 2020).

### Challenges Faced by Plastic and Rubber Sector in Jordan

Employee retention is one of the big challenges that face businesses today. Employee turnover rates continue to be remarkably high globally, which poses issues to the sector, the economy, and the broader society as a whole (Karakhan et al., 2023). Moreover, due to the high turnover rates in emerging nations, it is a major problem to retain workers, which significantly impedes the growth of businesses (Alhmoud & Rjoub, 2019; Ferdous et al., 2023). For instance, Jordan's industrial sector experienced a high turnover rate in 2017, with a yearly turnover rate of 20.6% (Lawler, 2017). The following graph shows that there were 24.7% of employee resignations within the first three months of employment and 33.6% over the course of the first year after the first three months. Additionally, in the first two to three years of employment, 9.8% of employees resign. This percentage so reflects 68% of all Jordanian industrial workers who left their jobs during the first three years.

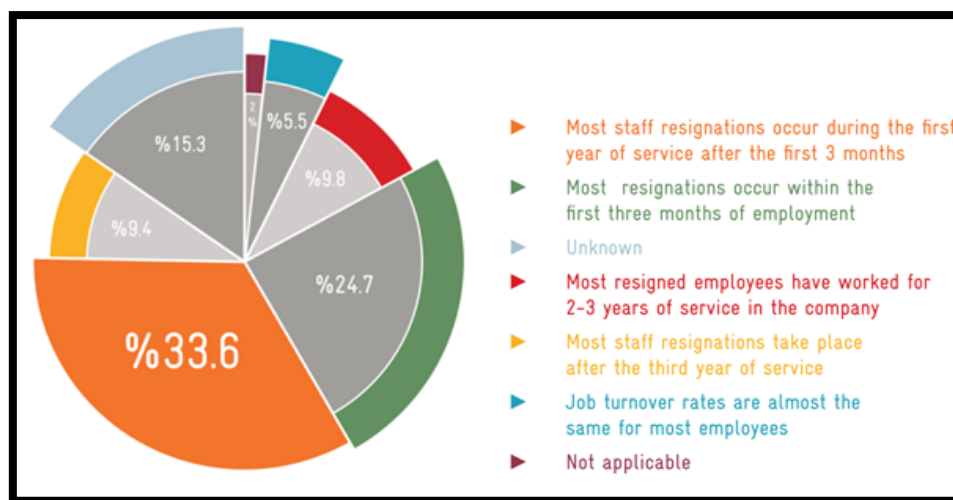


Figure 2: Turnover Rates by Length of Employment in Jordan  
Source: (Hend, 2018)

In particular, plastic and rubber sector in Jordan face various challenges and risks due to statistics that illustrate a high employee turnover rate. For instance, the figure below shows that the highest turnover rates were in the plastic and rubber sector (26.4%), followed by the engineering, electrical, and information technology sectors (24.8%) (Hend, 2018).

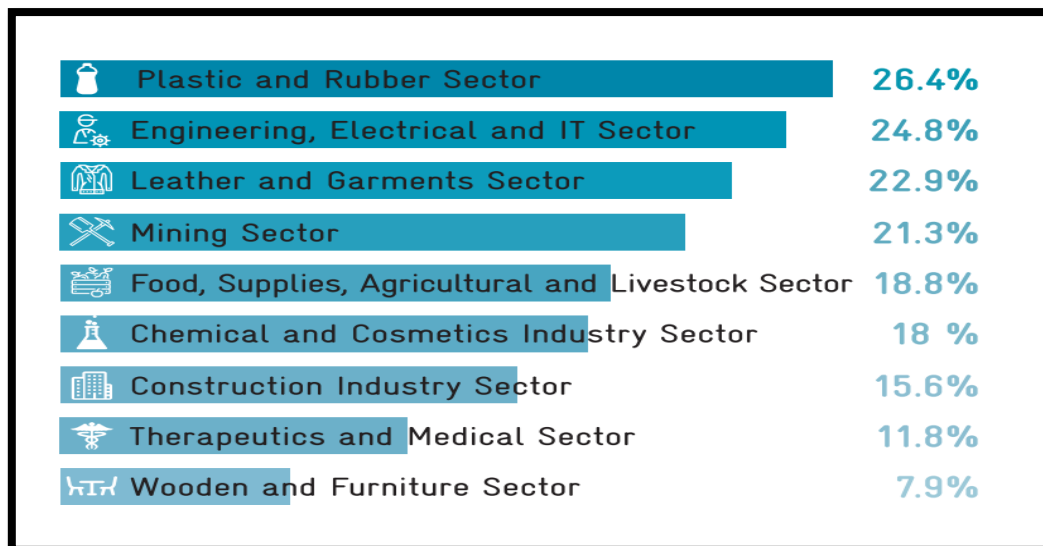


Figure 3: Turnover Rates by Sector in Jordan

Source: (Hend, 2018)

It is crucial to address HRM practises as an effective retention approach with the goal to drastically lower staff turnover and raise their intention to stay with Jordan's plastic and rubber industry. Particularly in earlier literature, it was emphasised how HRM procedures actually affect employees' willingness to stay with the company. For instance, several studies indicate the preferred role of HRM practices on enhancing the employees' intentions to remain with their current employers (Chukwuma, 2023; Galang et al., 2023).

### Employee Retention

One of the biggest problems corporate executives' faces is employee retention. All organisational managers and stakeholders must take employee retention into account in their initiatives, and the long-term effects on the organization's behaviour and production must be calculated (Mohanty, 2009; Chepkosgey et al., 2019). Employee retention is the effort made by businesses to keep qualified staff in order to achieve business goals (Frank et al., 2004; Noordin et al., 2021). Enterprises, economies, and communities have historically been impacted by employee retention, as well as by professional commitment, satisfaction, motivation, and employee behaviour (Azami et al., 2023).

A key competitive weapon, employee retention rate is correlated with quality of work life (Saari & Judge, 2004; Nnadi & Chinedu, 2019). Because the company will need to spend more time training new hires and because replacing existing employees might cost up to twice as much as their annual salary, retention is more important than acquisition (Alshurideh, 2019; Irshad & Afridi 2010). Employee turnover, or the rate at which employees join and leave a company, is the opposite of employee retention.

Employee retention is among the HRM subjects that is most frequently studied. According to research, numerous studies have sought to define the phrase "employee retention" in addition to identifying the critical role that HRM practises play in bolstering employees' desire to remain with their existing workplaces (Harun & Ahmad, 2022; Nagar & Agarwal, 2022; House et al., 2023).

### **HRM Practices and Employee Retention**

HRM practices are a set of planned strategies and policies that a company implements to guarantee that its human capital contributes efficiently and effectively to the attainment of organizational goals (Mondy & Noe, 2005). In order to implement organisational strategies and achieve goals, managers need to have the proper number of workers who have the right talents on hand at the right time (Arnold, 2005). It gives managers the ability to combine people and technology to create the ideal working environment for their operations. Human resource management procedures are crucial because they represent the first step in managing people effectively and increasing employee retention. It can be very challenging to establish the motivating environment required to increase retention if errors are made in human resource planning (Arnold, 2005).

HRM practices play a key role in attracting, motivating, rewarding and retaining employees. Previous literature demonstrates a positive relationship between HRM methods and employee retention (Noe & Tews, 2008; Mohamed et al., 2014). HRM practices concerns about management activities relating to investment in job design, job security, and safety and health (Noe & Tews, 2008; Zeytinoglu et al., 2012; Chang et al., 2013). All of these practices can play an essential role in influencing employee attitude and behaviour and can affect employees' intention to stay in the organization (Iqbal et al., 2015; Chukwuma, 2023).

When all of the aforementioned factors are considered, it is anticipated that the interplay between HRM techniques will greatly increase employee intention to stay. The following hypothesis was created as a result of using these psychological perspectives: Thus, the following would be the hypothesis

**H1:** HRM practices have a positive impact on employee retention in plastic and rubber sector in Jordan.

### **Job Design and Employee Retention**

Job design as one of the HRM practices is the process of choosing a worker's duties, responsibilities, and the procedures and systems they must follow. Job design, according to some authors, is the written description of an employee's responsibilities, methods of implementation, and working conditions (Griffin et al., 2001; Ali and Rehman, 2014). Moreover, considerations for employee authority, workplace relationships and responsibilities, and need for carrying out delegated tasks must be made during the job design process. According to Griffin et al (2001), job design must be able to define the breadth, extent, and purpose of each task as well as distinguish one employee's labour from another. Thus, job design seeks to coordinate and optimise a function in order to improve job efficiency and generate value.

According to the literature, the HRM practise that is pertinent to job design has produced some favourable results. According to numerous studies, improving employee retention necessitates implementing proper HRM practises, one of which is the practises for job design (Hlanganipai & Mazanai, 2014; Wakio, 2019, Soenanta et al., 2021). Furthermore, flexible job design is a necessary ingredient of a successful intention to remain method (Yadav & Joshiya, 2021). For instance, the figure bellow illustrates the turnover rates for companies in Jordan who have or do not have job descriptions. Figure (4) clearly shows that the turnover rate for companies that have clear job description recorded 19%, while the turnover rate for companies that do not have job description is 22%.

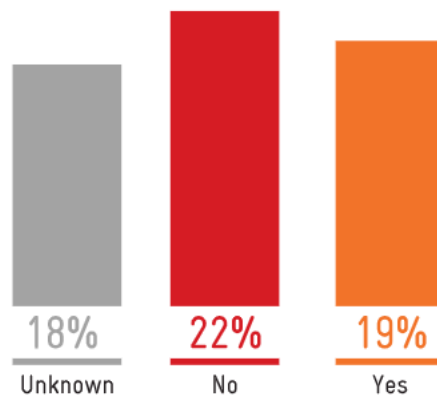


Figure 4: Turnover rates for companies that have or do not have job descriptions  
Source: (Hend, 2018)

The notion can validate that job design can act as an effective mechanism for enhancing employee intention to stay levels. Based on what was mentioned previously, the hypothesis would be as follow

**H1-a:** Job design practices have a positive impact on employee intention to stay in plastic and rubber sector in Jordan.

### **Job Security and Employee Retention**

Job security is the likelihood that an employee may expect to hold their position for a set period of time (Delery & Doty, 1996). While, according to Ashford & Bobko (1989), the definition of job insecurity is the inability to maintain desired continuity in an uncertain job environment. Greenhalgh and Rosenblatt (1984) was one of the first scholarly works to provide a precise description of the notion of job insecurity and to explain some important organisational impacts of the issue.

Job security has been emphasised as one of the critical HRM practices that retains employees while improving their performance and capabilities (Purohit & Bandyopadhyay, 2014). Conklin & Desselle (2007); Parnell & Crandall (2003) asserted that job security is critical for reducing turnover intentions and has a positive effect on employee intention to stay. Moreover, when employers fulfil their employees' expectations and provide them a sense of security in their jobs, equal exchange relationships between employers and employees are formed (Colquitt et al., 2014; Conway & Coyle-Shapiro, 2012). For example, the general atmosphere and the organisational climate such as work environment, relationships between managers and employees, methods of reward and punishment, management styles, and job security (Khasawneh, 2013).

Taking all the above together, the interaction between job security practices is expected to promote high levels of employee intention to stay. Thus, drawing on these psychological perspectives, the following hypothesis was developed

**H1-b:** Job security practices have a positive impact on employee intention to stay in plastic and rubber sector in Jordan.



### Expected Findings

According to the current study, effective HRM procedures will lead to behaviours that promote employee retention. The components of HRM practises have a strong, beneficial impact on employees' behavioural intentions to stay in the Jordanian plastic and rubber industry. Here, the anticipated outcomes that considered in this paper that HRM practices have a significant and direct effect on the intention to remain of Jordan plastic and rubber companies staff. In line with the findings of Alshamrani et al (2023), the perception of proper and objective HRM approaches by this sector's employees, as well as their awareness of how transparent these techniques are, will positively affect their behavioural intention to remain. For instance, people tend to feel more a part of the community when the Jordanian plastic and rubber industry offers appropriate HRM programmes connected to their future professional development.

### Conclusion

Determining an employee's intention to stay is a challenge that managers and firms face. Businesses are still struggling to come up with a simple and efficient way to enhance employee retention at work. The firms' inability to handle successful employee intention to remain methods exemplifies high staff turnover rates. For example, Jordan has a high incidence of employee turnover in all industries, particularly in the plastic and rubber sector. Given these results, HRM practises are useful tools for addressing the issues brought on by rising turnover rates and enhancing employee motivation to stay. This study, in particular, validated the idea that HRM practises significantly affect an employee's retention.

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