Impact of HRM Practices on Employee Turnover among Executive Employees in Banking Sector in Sri Lanka

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Abstract

Human resource management is no longer a spectator but a game changer in a fastmoving environment. If this invaluable asset has been managed right, it will be ramping up the organization. It is important to keep in mind that managing Human Resources (HR) in a pathetically wrong way will be a "game over" to any organization. This paper particularly focuses on a buzz killer which is "employee turnover" and its association with HR practices. A theoretical and an empirical gap has been discovered by authors which is the way HR practices impact employee turnover among executive employees in the Sri Lankan banking sector. The data were collected from a selected sample of 357 executive level employees positioned within chosen private banks in Sri Lanka using a self-administered structured questionnaire. A simple random sampling method was used as a sampling technique. The data analyses include the univariate and bivariate analyses. Cautious analysis of gathered data represents the overarching conclusion of there is a significant relationship between employee turnover and HR practices. As supported by numerical evidence, it is congruent to state that HR practices steer the direction of employee turnover.

Keywords: Recruitment and Selection, Compensation and Benefits, Supervisory Support, Performance appraisal, Training and Development, Employee Turnover.

Introduction

Human Resource management has evolved between two extreme continents of slavery management of the feudal system and employee empowerment by redefining and rewriting the historical chaotic perspectives. Various authors reimagined the future of HR through their different but progressive lenses. Generally, HRM could be defined as the activities that are involved in the management of people in firms (Boxall & Purcell, 2008). These processes are designed and developed to create a competitive advantage for the organization (Boxall &

Purcell, 2008). As mentioned before, HR is a game changer in any organization. Moreover, the effectiveness and efficiency of HR processes greatly affect for theorganizational outcomes such as employee turnover, commitment, job satisfaction, etc. in the organization (Mathis & Jackson, 2006).

Human Resources has to be managed in a way that people feel upbeat and more energetic when it is easy to be beaten down. Also, it is important to leverage between value adding initiatives and day to day repetitive actions which are urgent but not important in hatching the future. Employee turnover can be a slightly weighted word until the repercussions emerged. With the ability of integrating data with technology showcases the vast numerical losses of high employee turnover rates. To retain the best talent within the organization HR processes should be implemented efficiently and effectively (Opatha, 2011). Mathisand Jackson (2006) define turnover as the process in which employees leave an organization and have to be replaced. Janssen et al. (1998) andBreukelen (1988) defined turnover as `voluntarily leaving the organization'. However, Mathis and Jackson (2006) argued that the turnover is not only a voluntary leave but also it includes involuntary turnover in a broader sense.

It's a well-known secret that the progression and sustainability of the service sector depend on the quality of living beings. If the employees are burning out, it's harder to feel bigger and go bigger. Today, businesses should be either play catch up or die in bleak. To ramp up competitive advantages, Human Resources has to be managed more strategically and futuristically. In the banking sector, the stress is immense due to hectic work schedules which eventually leads to lesser performance and leaving the organizations. Employees find it somewhat difficult to perform well while coping up with excessive responsibilities (Sharma & Dayal, 2015).

The theme of human resource management's impact on employee turnover is not a brand-new unicorn in scientific studies at a global level. Initially the specialists' interest to the role of management in the employee turnover process and in the managerial methods for employee turnover reduction emerged in the early 20th century (Douglas, 1919; Fisher, 1917; Willits, 1915; Ozolina, 2014). In contemporary scientific studies, the effect of human resource management on employee turnover can be presented in numerous ways.

Empirical studies such as those conducted by Shaw et al. (1998) indicate that plummeting staffing practices (recruitment and selection process) and employee monitoring (performance appraisal) are culprits behind involuntary turnover. In the same way, Schmidtand Hunter (1983) cited in Bawa and Jantan (2005) argue that the gravity of attention that organizations pay to their employee selection affects the quality of those recruited. This is reflected in the staffing process, the selection ratio (that is how selective the organization can be) and the validity of the selection process. Using valid selection procedures is likely to result into better-informed recruitment and selection decisions leading to a lower involuntary turnover.

Employee retention reflects a firm's convincing power over its employees to stick with the organization. The best indicator of measuring this power is the employee turnover ratio. If the ratio is hiking up, the organization is in a crisis. Loss of productivity, increased training time,

increased employee selection time, loss of work efficiency and other costs including recruitment cost, selection cost, termination cost, induction cost, the cost associated with conducting exit interviews are some problems associated with excessive employee turnover (Mathis & Jackson, 2006). This research was conducted with the idea of finding solutions to the three research questions; What are the HR practices which lead to employee's turnover at selected private sector banks in Colombo district Sri Lanka, what is the most affecting factor to the employee's turnover in selected private sector banks in Colombo district Sri Lanka and how HR practices impact on employee turnover in selected private sector banks in Colombo district Sri Lanka.

The objective of the Study

The study was stepping towards with the intention of achieving the following objectives:

➢ To identify the HR practices, that lead to employee's turnover in selected private sector banks in Colombo district Sri Lanka.
➢ To investigate the most affecting factor to the employee's turnover in selected private sector banks in Colombo district Sri Lanka.
➢ To examine how HR practices impact on employee turnover in selected private sector banks in Colombo district Sri Lanka

Literature Review

Employee Turnover

According to Robbins (2003), "Employee Turnover can be defined as the voluntary and involuntary permanent withdrawals from an organization." Employee turnover is the rate at which employees leave a company and are replaced by new employees: High levels of employee turnover mean that many people are working for only a short time in any particular job (Cambridge Business Management Dictionary). According to the OECD Glossary of Statistical Terms-Employee turnover website, Employee turnover is concerned with the movements of individuals into jobs (hiring) and out of jobs (separations) over a particular period. Mathis and Jackson (2006) define turnover as the process in which employees leave an organization and have to be replaced. Like absenteeism, turnover is related to job satisfaction and organizational commitment. Janssen et al.(1998) and Breukelen (1988) defined job turnover as `voluntarily leaving the organization'. However, Mathis and Jackson (2006) argued that the turnover is not only a voluntary leave, but it includes involuntary turnover in broader sense.
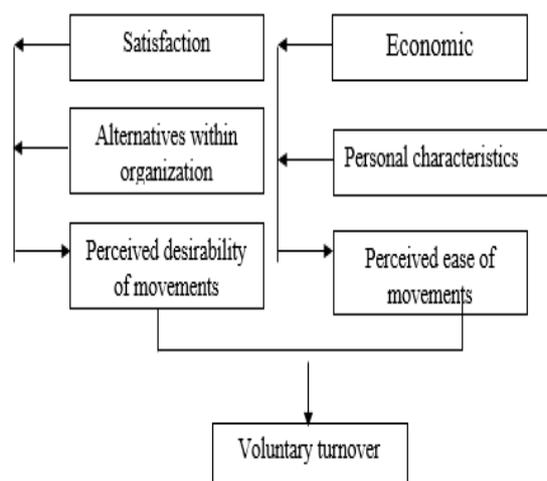
Types of employee turnover

According to Bawa and Janta (2005), Robbins (2003) turnover often is classified in a broad spectrum as voluntary or involuntary. Involuntary turnover is based on factors which are beyond the control of management but turning towards to a reason for an employee to leave the organization. Examples of involuntary turnover are the death of an employee, anarchy in the country, in fulfillment of basic needs of life and health issues. The human resources

department doesn't have any role of controlling such a turnover in an organization. Voluntary turnover on the other hand is dependent on an employee itself and can be experienced by an employee to attain personal satisfaction related to the job. This occurs as a cumulative effect of job dissatisfaction and when things get deylusionalized, employees relocate themselves. The human resources department can actively participate in the course of plummeting such turnover in an organization.

A Model of Employee's Voluntary Turnover

Voluntary turnover presents yet another set of issues for management to consider. As in the case of absenteeism, it is caused by many factors (March and Simon, 1977). Figure 01 depicts a model of employee's voluntary turnover.

Source: (Modified from March and Simon, 1977)

Figure 1.Model of employee's voluntary turnover

According to Griffeth and Hom (2001) voluntary turnover can be further distinguished into two branches: functional and dysfunctional turnover. Functional turnover is not an overwhelming factor for the organization. Rather, organization embraces it with much lighthearted. Simply, functional turnover occurs when low performing employee leaves the organization which can be considered as a blessing in disguise. Functional turnover diminishes the amount of paperwork a company must go through in order to get rid of incompetent/mismatched employees. Instead of trying to diffuse the smokes of firing, it is always a favorable option to let go of people who do not resonate with the organization.

The second type of voluntary turnover is called dysfunctional; it is when a high performing employee leaves the organization. Dysfunctional turnover is damaging and usually subtle. The main reason behind the issue is holding back competent employees in a stagnant career stage regardless of their performance. Too much turnover is not only costly but also results in a tarnished reputation for the organization . However, on the bright side, it is always adding value if a better employee onboard to replace the leaver. Good turnover could also transpire when an employee has outgrown opportunities in a certain organization and must transfer on in his or her career in a new organization (Griffeth & Hom, 2001).

According to the Mbah and Ikemfuna (2012) employee's turnover can be classified as either internal or external. It is internal when employees leave their current assignments and take up new roles or positions within the organization. This could bring both positive and negative feelings. The feeling could be positive if the new position fill up the morale from the change of task and supervisor; alternatively, it could be negative if the new position is project related or relational disruption like holding brief for a colleague in another location. The effect of this internal turnover may be important as to requires monitoring just like the external turnover. Human resource mechanisms such as recruitment policy and succession planning can be used to control internal turnover (Mbah &Ikemfuna, 2012).

Furthermore, Mbah and Ikemfuna (2012) advocate the view that turnover can be classified as unskilled and skilled. Unskilled employees who are generally known as contract staff, usually under the limelight of high turnover. The reason for their exit is not far-fetched. This category of employees does not have the status of a permanent contract and consequently does not enjoy the same condition of service like their permanent counterpart, as a result, they leave the organization at the slightest opportunity of having a more favorable job. Employers do not worry about this kind of turnover because of the ease of hiring new ones. On the other hand, a high turnover of skilled employees poses a risk to the business and ultimately in the organization in the form of human capital loss. These include skills, training and acquired knowledge.

According to Hossain (2016) internal and external factors can be recognized as factors of employee turnover. Internal factors or variables are those which are under the controlling span of managers and supervisors which are totally avoidable. These factors are associated with issues such as physical work environment, wages rates or opportunities for promotion. Holtom et al. (2008) called these variables 'organizational' or 'micro-level' factors. Lemay, Taylor and Turner (1993) called internal factors as "managerially controlled" factors, as these factors can be controlled through managerial initiative; the application of human resource (HR) policies may be one of the examples of such initiatives.

External factors are those which lurk beyond the control of managers and supervisors. They are often associated with the environment in which the organization operates. Examples of external factors are the economic position of the country, availability of jobs, culture of the country, employees' demographic factors etc. (Hossain, 2016).

According to Mathis and Jackson (2006) cost of labor turnover can be classified into three major parts as separation cost, replacement cost, training cost. separation cost comprises with the cost for exit interviews, administrative functions related to termination, separation/ services pay, any increase in unemployment compensation. Attracting applicants, Entrants interviews, testing, Travel /moving expenses, employment administration expenses, medical exams are features of replacement cost. Training cost contains on only two parts. There are formal training costs and informal training costs.

According to Bawa and Jantan (2005) perspective, employees leave organizations due to job dissatisfaction and relocate themselves in to a more preferable one. Huselid (1995) cited in

Bawa and Jantan (2005), an extensive survey of literature found that perceptions of HR practices such as job security and compensation level are important determinants of employee turnover. Similarly, the negative relationship between working conditions and voluntary turnover has received consideration from many researchers (Mowday, Porter & Steers, 1982, Gupta & Jenkins, 1991, Saiyadain & Ahmad, 1997 cited in Bawa & Jantan, 2005) indicating the propensity of employees quitting their jobs when working conditions are not conducive. HR practices such as pay, benefits and training are negatively related to turnover because they motivate employees and "lock" them to their jobs (Lazear 1986, Madrian, 1994, Gruber & Madrian, 1994 cited in Bawa & Jantan, 2005).

Types of HR practices

There are various HRM practices as discussed by various researchers and academicians (Jeet & Sayeeduzzaar, 2014). According to Opatha (2009) job design, job analysis, human resource planning, recruitment, selection, hiring and induction, performance evaluation, training and development, career management, payment management, welfare management, management of incentives, employee movements, health and safety management, discipline management, grievance handling and labour relations or labour management relations are the dimensions of HRM practices. HRM is consisting of the policies, practices, and systems that affect employees' behavior, attitude, and performance (Noe et al., 2008). Tan and Nasurdin (2011) describe performance appraisal, career management, training, reward management and recruitment as HRM practices while Ahmad and Schroeder (2003) used employment insecurity, selection hiring, use of team and decentralization, compensation/incentive contingent on performance, extensive training, status differences and sharing information as dimensions of HRM practices. Recruitment and selection, involvement, training, development and education, work condition, performance appraisal and compensation and reward were used to measure HRM practices.

HR practices positively impact employee turnover (Hossain, 2016; Huselid, 1995). Employee turnover is a major challenge for the organization but the companies implementing effective HRM practices can reduce the rate of theemployee turnover (Tiwari & Saxena, 2012). Abeysekera (2007) empirically evaluated six HR practices (realistic job information, job analysis, work family balance, career development, compensation and supervisor support) and their likely impact on employee turnover. The result showed job analysis, compensation, career development, realistic job information variables were negatively and significantly correlated with employee's turnover.

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HR practices such as pay, benefits and training are negatively related to turnover because they motivate employees and "lock" them to their jobs (Lazear, 1986; Madrian, 1994; Gruber & Madrian, 1994 cited in Bawa & Jantan, 2005). Empirical studies such as those conducted by Shaw et al. (1998) indicate that involuntary turnover is affected by staffing practices (recruitment and selection process) and employee monitoring (performance appraisal). In the same way, Schmidt and Hunter (1983) cited in Bawa and Jantan, 2005 argue that the attention organizations pay to their employee selection affects the quality of those recruited. This is reflected in the staffing process, the selection ratio (that is how selective the organization can be) and the validity of the selection process. Using valid selection procedures is likely to result into better-informed recruitment and selection decisions leading to a lower involuntary turnover.

Recruitment and Selection

Bratton and Gold (2003) presented their interpretation on recruitment as a process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to filter the most appropriate person or persons to nail the job(s). Lauver and Kristof (2000) cited in Laursen and Foss (2012) revealed that person-job fit and person and organization fit can be used to predict job satisfaction and intention to quit. Hence, the selection or person-organizational fit is the utmost important factor to retain employees because if the person fits with the organization goals and working environment, they have a tendency to be more satisfied and therefore turnover rate is minimized. Thus, the first hypothesis develop as follows,

H1: There is a significant impact of recruitment and selection on employee turnover

Compensation and Benefits

Compensation refers to all forms of tangible and non-tangiblebenefits that an organization provides to their employees for rendering their services as a part of an employee relationship strategy. Compensation can be divided into two components, direct financial benefits and indirect financial benefits (Haider et al, 2015) salary, wages, incentives, commission and bonuses can identify as direct financial benefits. The package of indirect financial benefits is usually non-cash in nature and includes holidays, medical facilities, life insurance, medical leave, sick leave, casual leave, vision care, retirement plan, childcare assistance, employee's assistance program, education assistance program, etc.

Mercer (2003) cited in Laursen and Foss (2012) study indicated that employees will keep on with the company if they are rewarded. In addition, past studies have concluded that motivation compensation has a positive impact on organizational performance, increases sales growth and lowers employee turnover (Arthur, 1994; Delaney & Huselid, 1996; Batt 2002). Thus, the following hypothesis is put forward:

H2: There is a significant impact of compensation and benefits on employee turnover

Supervisory Support

The emotional support from the supervisor and self-medicated the impact of stress reactions, job satisfaction, commitment to the to organization and turnover (Loquet et al. 2004 cited in Abeysekara, 2007). Abeysekara (2007) concluded that the ability of the management to establish a favorable relationship with their subordinates elicits fewer turnover rates and eventually ends up saving big bucks for the organization.

Laursen and Foss (2012) discovered that self esteem and a healthy relationship with employees mediated the employees' intention to quit as it works as an anti repellent for employees. In order to magnetize the employees within an organization, management's intervention to create a harmonious relationship between supervisors and subordinates is essential.

H3: There is a significant impact of supervisory support on employee turnover

Performance Appraisal

The performance management system comprises the practices such as objective setting, appraisal and rewards and their combination. Performance is generally measured to be a function of ability, work motivation, and opportunity. Underlying performance management systems are assumptions about the psychological processes that drive employee effort. Specifically, these concern the eligibility of aligning employee needs with organizational needs and ensuring that the setting of tasks will generate valued outcomes for employees if successfully accomplished as well as contributing to business objectives (Akinola et al, 2016).

The effectiveness of the performance appraisal could lead to employees' development. The feedback of the appraisal can elevate employees' commitment and productivity (Brown & Benson, 2003 cited in Laursen & Foss, 2012). However, if the performance appraisal is not conducted properly, it can lead to turnover and job dissatisfaction (Webster, Beehr & Love, 2011 cited in Laursen & Foss, 2012). Performance appraisal should also be conducted in a fair and systematic way. A study conducted by Sudin (2011) cited in Laursen and Foss (2012) has shown that fairness during an appraisal will influence the satisfaction of an employee which will eventually lead to a positive relationship. Conceding, a proper performance appraisal paves the way to job satisfaction, commitment and productivity that will eventually lead to a lower turnover rate. Thus, it can be hypothesized that

H4: There is a significant impact of performance appraisal on employee turnover

Training and Development

Organizations can implement proper training and development programs to meet employee's needs in order to increase retention (Montgomery, 2006). According to Montgomery (2006) the keys to employee retention are skills development, the skill of management, and rewards both psychological and financial. Organizations need to pay significant attention for their investment in training and development if they want to retain their important employees.

Research works on HRM practices in training and compensation has generally asserted that there is growing support of such practice to reduce employees turnover (Arthur, 1994; Delaney & Huselid, 1996; Ichnioeski, Shaw &Prennushi, 1997; Snell & Youndt, 1995; MacDuffie, 1995; Meyer & Allen, 1991; Solomon, 1992; Snell & Dean, 1992 cited in Laursen & Foss, 2012). Storey and Sisson (1993) cited in Laursen and Foss (2012) commend that training is symbol of the organization's commitment to employees. Taking this into consideration, the following relationship is hypothesized:

H5: There is a significant impact of training and development on employee turnover

Conceptual Framework

Figure 02 below depicts the conceptual model of the present study.
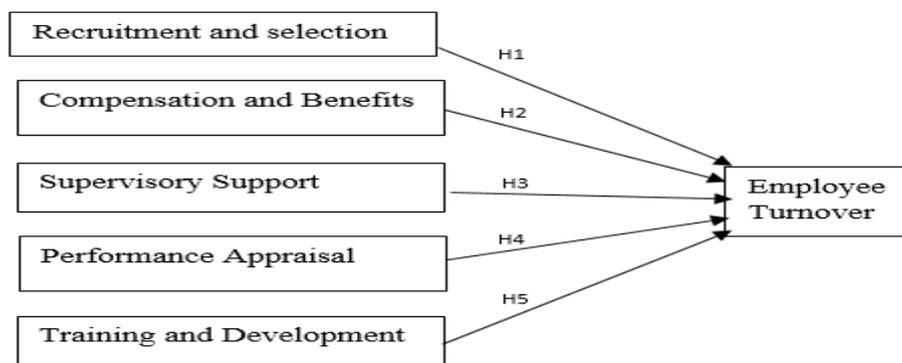
Source: Authors (2020)

Figure 2.Conceptual Model

Methodology

The intention of the study was to discover whether HR practices account for the impact which projected on employee turnover of executive level employees in selected private banks in Sri Lanka. The ultimate objective of the study was to establish a relationship between the independent variable and the dependent variable. Therefore, the type of the study can be labeled as analytical. The type of investigation is co relational study which attempts to outline the significant relationship between two variables. The study was cross- sectional in nature. For this study, data were collected from each individual employee. Thus, the unit of the study is individual. The population of the study consists of executive level employees in private banks in Sri Lanka. According to Krejcie and Morgan's table sample size include 357 executive level employees in selected private banks in Colombo district Sri Lanka.

Data were collected using self-administered questionnaire. The questionnaire consisted of three parts. The first part consists of demographic data such as Sex, Age, Civil status, Educationalqualifications, Experience at the company, Place of Staying in and Number of Dependents. The measuring of HR practices was from standard questionnaires developed by Abeysekera (2007). It consists of 21 questions based on the variable factors of recruitment and selection, compensation and benefits supervisory support, performance appraisal and training and development. Further, the questionnaire was prepared using Liker five-point

scale questions from strongly agree to strongly disagree. The third part questionnaire for measuring employeeturnover is also a standard questionnaire which was developed by Abeysekera (2007).

Results

In order to achieve the established objectives, data analysis was carried out using IBM SPSS 24. Major statistical techniques used for data analysis are descriptive statistics, Correlation analysis and regression analysis.

Descriptive Statistics

As the first and second objectives of the study were to identify the HR practices and to identify which factor has the most impact on employee turnover. Hence descriptive analysis was carried out and the Table 1 below shows the importance of dimensions of HR practices by ranking them according to the mean value.

Table 1.Ranking the Dimensions of HR practices

Dimension	Mean	Std. Deviation	Rank
Recruitment and selection	1.6106	0.20953	4
compensation and benefits	3.2707	0.62378	2
supervisory support	3.3284	0.80497	1
performance appraisal	1.4678	0.27704	5
training and development	1.6760	0.32753	3

(Source: Survey data, 2016)

According to above Table 1 highest mean value is 3.3284 for the dimension of supervisory support. Secondly important factor is compensation and benefits, thirdly training and development fourthly recruitment and selection, and finally performance appraisal.

Regression Analysis

Regression analysis was carried out to test the impact of recruitment and selection, compensation and benefits, supervisory support, performance appraisal and training and development on employee turnover. Accordingly, values of R square are 0.388, 0.638, 0.479, 0.267 and 0.128 respectively for five independent variables. Results depict that turnover is explained by 38.8%, 63.8%, 47.9%, 26.7% and 12.8%respectively through variation in independent variables. Hence all five hypotheses are accepted.

Hypothesis 1;

H1: There is a significant impact of recruitment and selection on employee turnover

Regression analysis was executed to identify the impact of recruitment and selection on employee turnover. According to the Table2 of model summary, value of R square is 0.388, depicting that turnover is explained by 38.8% through variation in recruitment and selection. According to the results of tests of Table 3, hypothesis one was accepted since r>0 and b>0.

Hence, the data support the hypothesis that recruitment and selection have a significant impact on employee turnover.

Table 2.Regression Analysis on Impact of Recruitment and Selection on Employee Turnover

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623[a]	0.388	0.386	0.72354
a. Predictors: (Constant), REC				
b. Dependent Variable: TURN				

(Source: Survey data, 2020)

Table 3.Regression Analysis on Impact of Recruitment and Selection on Employee Turnover

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	117.471	1	117.471	224.39	.000a
	Residual	185.323	354	0.524		
	Total	302.794	355			
a.Predictors: (Constant), REC						
b. Dependent Variable: TURN						

Source: Survey data, 2020

Hypothesis 2

H2: There is a significant impact of compensation and benefits on employee turnover

Regression analysis was run to identify the impact of compensation and benefits on employee turnover. According to the Table 4 of the model summary, the value of R square is 0.638, depicting that employee turnover is explained by 63.8% through variation in compensation and benefits. According to the results of Table 5, hypothesis two was accepted since r>0 and b>0. Hence, the data support the hypothesis that compensation and benefits significantly impact on employee turnover.

Table 4.Regression Analysis on Impact of Compensation and Benefits on EmployeeTurnover

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798[a]	.638	. 635	.55793
a. Predictors: (Constant), COM				
c.dependent Variable: TURN				

Source: Survey data, 2020

Table 5.Regression Analysis on Impact of Compensation and Benefits on Employee Turnover

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	192.598	1	192.598	618.712	.000[a]
	Residual	110.196	354	.311		
	Total	302.794	355			
a. Predictors: (Constant), COM						
b. Dependent Variable: TURN						

Source: Survey data, 2020

Hypothesis 3

H3: There is a significant impact of supervisory support on employee turnover

Regression analysis was done to identify the impact of supervisory support on employee turnover. According to the Table 6 of the model summary, the value of R square is 0.479, depicting that turnover is explained by 47.9% through supervisory support. According to the results of Table7 hypothesis three was accepted since r>0 and b>0. Hence, the data support the hypothesis that supervisory support has a significant impact on employee turnover.

Table 6.Regression Analysis on Impact of Supervisory Support on Employee Turnover

Model Summary[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.692[a]	.479	.478	.66741
a. Predictors: (Constant), SUP				
b. Dependent Variable: TURN				

Source: Survey data, 2020

According to Table 7, the p-value is less than 0.001. This means supervisory support has an impact on labour turnover.

Table 7.Regression Analysis on Impact of Supervisory Support on Employee Turnover

ANOVA[b]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	145.111	1	145.111	325.776	.000[a]
	Residual	157.683	354			
	Total	302.794	355			
a. Predictors: (Constant), SUP						
b. Dependent Variable: TURN						

Source: Survey data, 2020

Hypothesis 4;

H4: There is a significant impact of performance appraisal on employee turnover

Regression analysis was done to identify the impact of performance appraisal on employee turnover. According to the Table 8 of the model summary, the value of R square is 0.267, depicting that employee turnover is explained by 26.7% through variation in performance appraisal. According to the results of Table 9 hypothesis four was accepted since r>0 and b>0. Hence, the data support the hypothesis that there is a significant impact of performance appraisal on employee turnover.

Table 8.Regression Analysis on Impact of Performance Appraisal on Employee Turnover

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536[a]	.267	.265	.79204
a. Predictors: (Constant), IR				
b. Dependent Variable: PE				

Source: Survey data, 2020

Table 9.Regression Analysis on Impact of Performance Appraisal on Employee Turnover

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.719	1	80.719	128.670	.000[a]
	Residual	222.075	354	0.627		
	Total	302.794	355			
a. Predictors: (Constant), SD						
b. Dependent Variable: PE						

Source: Survey data, 2020

Hypothesis 5

H5: There is a significant impact of training and development on employee turnover

Regression analysis was performed to identify the impact of training and development on employee turnover. According to the Table 10 of the model summary, the value of R square is 0.128, depicting that employee turnover is explained by 12.8% through variation in training and development. Therefore, according to the Table11 hypothesis five was accepted since r>0 and b>0. The data support the hypothesis that there is a significant impact of training and development on employee turnover.

Table 10.Regression Analysis on Impact of Training and Development on Employee Turnover

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358[a]	.128	.125	.86369
a. Predictors: (Constant), TRA				
b. Dependent Variable: TURN				

Source: Survey data, 2020

Table 11.Regression Analysis on Impact of Training and Development on Employee Turnover

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.722	1	38.722	51.908	.000[a]
	Residual	264.073	354	.746		
	Total	302.794	355			
a. Predictors: (Constant), TRA						
b. Dependent Variable: TURN						

Source: Survey data, 2020

Discussion of Findings

With the emergence of above stated numerical results in data analysis it is evident that independent variables of the study which are five HR practices significantly contribute to shaping the turnover patterns in selected private banks in Sri Lanka. The highest score of mean values is recorded as 3.3284 for the tested independent variable which is "Supervisory support". As recorded, the regression analysis of "supervisory support" was found to have an impact on turnover at a significant level of 0.000. The value of R square is 0.479, and it elicits the fact that turnover is explained by 47.9% through variation in supervisory support. The dimension compensation and benefits were found to have an impact on turnover at a significant level of 0.000. The value of R square is 0.638, and it depicts the underlying rationale that turnover can be explained by 63.8% through variation in "compensation and benefits". In addition, compensation and benefits possess the second importance in positioning the mean values of independent variables by recording a mean value of 3.2707. According to the result of this study training and development is the important factor in line of independent variables which is accountable for a mean value of 1.6760. Furthermore, training and development impact on employee turnover at the significant level of 0.000. The R square is calculated as 0.128 by representing the fact that turnover can be explained by "training and development" with a percentage variance of 12.8%. Recruitment and selection have a 1.6106 mean value and R square is 0.388, which illustrates the fact that turnover is explained by 38.8% through a variation on recruitment and selection. performance appraisal is the last important factor with the mean value of 1.4678 and it affects on employee turnover which is significant at 0.000 levels. The R square 26.7 is framing the fact that turnover is explained by 26.7% through a variation on "performance appraisal". By analyzing the turnover rates of the respondents in the sample (executive level employees), it was found that the subjects have a high level of turnover with mean value of 3.5781 with a standard deviation of 0.92355. These results spotlight the undeniable fact that subjected banks drove off their executive employees at a peaking rate.

The result of this study is not standing alone as various researchers declared the same which provides a stronger backbone to the validity and reliability of this research. Abeysekara (2007) identifies the fact that there is a significant relationship between all the independent variables (recruitment and selection, supervisory support, compensation and benefits, performance appraisal), except work family balance. Ozolin (2014) identified human resource management practices associated with low employee turnover could be grouped into the following categories: job design; recruitment and selection; induction; training and development; succession planning; compensation and reward; performance management; internal communication; involvement; equal opportunities; employment security and prestige.

Conclusion

With the findings of this study, it is no longer possible to ignore the elephant in the room which is negative HR practices, and it is not elusive to find solutions to solve this chronic problem. The gist of the paper can be summarized as follows. This specific study was designed to investigate the impact of HR practices on executive level employee turnover in

selected private banks in Sri Lanka. The tested model anchored HR practices as the independent variable while employee turnover as the dependent variable. According to the survey result, it is very much explicit to see the eminent danger of adverse HR practices posing on employee turnover ratios. Recruitment and selection no longer can be seen as a mere function in HR. There is an immense gravity on this function as it is a critical factor in deciding the fate of employee turnover rates. Employee compensation and benefits are a host of disruptions if not carried out insightfully. On the other hand, supervisory support fills the void of dissatisfaction of employees and influences the turnover ratio on a greater scale. Performance appraisal has the power to jeopardize the employee retention if conducted poorly. Last but not least mighty variable to invade the turnover ratio is employee training and development. The impact of all of these variables on employee turnover has been proved systematically with numerical evidence.

Implications and Recommendations

Implications of this study can be queued as follows. Fostering an environment filled with trust and mutual support will be a door to control hiking employee turnover ratios. Diversity inclusion and creating a mutually respected culture can do miracles. Ensuring the internal and external pay equity while ensuring the gender pay equity can solve underlying tensions which lead employees to leave an organization. A progressive performance appraisal system reconciles with employee satisfaction which leads to lower employee turnover ratios. Sustainable career management aids employees to survive within the company for a longer time with contented heats.

Limitations and Further Studies

One major limitation was the difficulty to collect data from the executive level employees in private sector banks in Sri Lanka. Because they were all within tide schedule, spending some quality time when collecting data was not seen. Thus, there was a practical difficulty in collecting the data from the banking sector. Further, generalizing the result was another main limitation of this research study. As the research is on the HR processes it would bring many fruitful result if the research were carried out in mixed-method rather than only in a quantitative method.

In this research, the focus was only on five HR processes; recruitment and selection, training and development, supervisory support, performance appraisal, compensation and benefits. Hence future researchers could bring out more HR processes to the model. Moreover, future studies could be conducted while incorporating a mediator such as self- efficacy, satisfaction etc. Furthermore same independent variables could be tested with other organizational outcomes such as employee commitment, motivation, performance, etc.

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