OPUS
10 (1) 2019, 1-18
http://www.publishingindia.com/opus/

Effects of Human Resource Management Practices on Employee Turnover Intention: A Case Study of Commercial Banks in Ethiopia

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Abstract

The purpose of the study was to show the effect of HRM practices on employee turnover intentions of employees at commercial banks in Ethiopia. The study was mixed in its approach and data was collected through triangulation of quantitative and qualitative methods. The research is an explanatory cross-sectional in its design. A total of 283 employees selected from the headquarters of the banks responded to the questionnaires. A binary logistic regression result shows that 62.8% variation in employee turnover intention is explained by HRM practices. The tests of the hypotheses have shown that HR practices have a significant effect on employees' turn over intention. Therefore, the study suggested that to retain their employees organizations should reconsider their recruitment and selection practices, training and development practices, compensation and further alter work place environments. It is further suggested that new researchers undertake a longitudinal study on the topic of the study by considering more HR practices and different organizations in Ethiopian context.

Keywords: *HRM Practices, Commercial Banks, Turn over Intention*

INTRODUCTION

Employees are the most important resources that will make organizations remain competitive in the market. Pfeffer (2005) stated reliable sourcing;

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developing talent and devising means to retain employees are the base to gain competitive advantage across industries. To remain sustainable in competition, it is important for any organizations attract and retain skillful human resources. Since business environments are dynamic in its nature, retaining adopted employees becomes challenge. As described by Kacmar et. al, (2009) and Show et. al, (2008) employee turnover adversely affects organizational effectiveness and employee morale. Lochhead & Stephens, (2004) specified that replacing workers and finding new once can be costly and difficult for organizations. According to Fitzenz (1997) on average company loses about one million dollar because of managerial and professional employees that left their respective organizations. Considering the challenges and the vivid effect of turnover on organizations performances, organizations need to integrate HRM systems that minimize employee turnover and enhance employee motivation.

As it is stated by Bratton and Gold (2009) HRM is strategic in its approach which targets to set an integrated employment policies and programs in order to manage employment relations for organizational competitive advantage. Thus effective HRM practices can be considered as the main factor for the success of an organization (Stavrou-Costea, 2005). HRM practices can be implemented to develop some envisaged behavioral outcomes as well as develop the skills and abilities of employees. Here it is possible to see that there are a number of familiar HRM practices that can aim at improving commitment and retention. For this reason, this study targeted to show the effect compensation, training and development practices, recruitment and selection practices, work place environment of the case organizations on their employees' turnover intention.

Well-conceived HRM practices are more important in the financial sector, since the industry operates in global scenario and highly venerable for competition in its nature. This calls the industry to maintain HRM policies and practices that can attract and retain skilled manpower. For present study the sector was chosen considering the role it is playing in Ethiopian economy. Most of the preliminary studies show the sector faces high employee turnover. In other respect, there are no systematic studies conducted for the reason that may pull or push employees from their employment. Therefore, this study targeted to fill the research gap in the area of HRM as well aimed to show the factors that contributed for employees' turnover intention in Ethiopian banking sector.

LITERATURE REVIEW

Human Resource Management Practices

HRM concept view employees as the most important resource for the organization. According to Khadka (2009) HRM devises policies, practices and systems influence employees behavior, attitudes, and performance. Various scholars like Pfeffer (2005); Jackson and Schuler (2000) identified that HRM is a source for competitiveness and organizations performance is affected by a set of effective HRM practices. Though the nature of HR practices are varied and vast in its nature for the present study the effect recruitment and selection, training and development, employee compensation and work place environment on employee turnover intention were examined and respective hypotheses were drawn as follows.

Effect of Recruitment and Selection Practices on Employee Turnover Intention

An effective recruitment and selection practice will ensure organization the right employees that possess needed knowledge and skills at the right place in order to fit with the culture and climate of the organization. In other respect securing the right employees would decrease the cost of employee training and development. Many writers like Huselid, (1995) examined HR practices of high performance companies and shown that acquiring the right employees boost employee productivity, and organizational performance, and also contribute in reducing employee turnover. According to Becker and Huselid (1999), effective hiring mechanisms ensure effective retention of talented employees while decreasing employee turnover in the long term.

Effect of Compensation Practices on Employee Turnover Intension

Many studies affirm that effective compensation has a significant effect on employee morale and organizational performance. As stated by Benson & Brown, (2007) the most popular retention strategies reported by HR managers is related to compensation. Wills (2000) further shown that compensation is considered the most important factor for attracting and retaining employees. Kinnear & Sutherland, (2001); Maertz & Griffeth,

(2004) stated that factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were reported by employees as key motivational variables that influenced their retention in the organizations. Cappelli (2000) emphasized that due to the fact that employees are benchmarking, organizations can not set themselves apart from their competitors by means of remuneration, which minimizes the impact of financial rewards on employee retention.

Effect of Training and Development of Employee Turnover Intension

To cope up with the changing and dynamic business world, employees need to upgrade their current knowledge through training and development programs to remain competitive in the employment market. Therefore, organizations give major priority on acquiring skills as per the technological changes. Training according to Chew (2004), aimed at providing specific skills for employees or correct deficiencies observed in performance. In other respect development efforts envisaged in providing employees abilities needed by organizations in the future. As shown by Husilid (1995) human resource development programs which will take the form of training and development enhance employee performance which ultimately increase employee productivity and reduces employee dissatisfaction and employee turnover. Garavan, Hogan and Cahir-O'Donnell (2003) stated that organizations to meet their envisaged goals; they need to have learnable employees who can cope up with dynamic business world. Supporting this view Aruna & Anitha (2015) outlined that the training programs that an employee gets from their organization have a considerable impact on employee's decision to stay or leave their respective organizations. Choo & Bowley (2007) also supported the view that training has impact on employees' career development, employer brand and employee's turn over intention.

Work Place Environment and Employee Turnover Intension

McKnight, Phillips, Hardgrave (2009) investigated the impact of workplace environment such as fairness in structure, confidence in senior management, information sharing, and job security and found that it had a significant effect employees turnover intention even more than distinctiveness of jobs. Organizational work place environments that do not meet employees need can lead to employee turnover being a source of emotional fatigue. Arshadi and Fateme (2013) study has shown that workplace characteristics (job security, trust in senior management, distributive justice and information sharing) predicted turnover intention. In addition, they found that emotional exhaustion can mediated the link between workplace characteristics and turnover intention. It is believed that the work place characteristics and can remove work place by creating conducive work environment. An employee who feels satisfied in the work can concentrate on task given that worrying about compensation. An employee that share formation openly and develop confidence in the senior management decreases the possibility of burnout which may lead to turnover. If the employee perceives that the workplace characteristics are right it reduces work exhaustion. Thite (2006) identified that job insecurity foretell turn over intention and also information sharing and trust in senior management are also affect turnover intention.

STATEMENTS OF THE PROBLEM

As Armstrong (2009) mentioned, the most successful organizations are the one that attract, develop and retain individuals. Since employees are the most vital assets of any institution, retaining efficient and experienced workers in banking industry in Ethiopia is very essential in the overall performance of the institution. Despite the fact that many studies have been done to establish relationship between HR practices and employee turnover intention, most of them are conducted in the context of western and Asian countries and limited literature available in the context of African organizations like Ethiopian organizations.

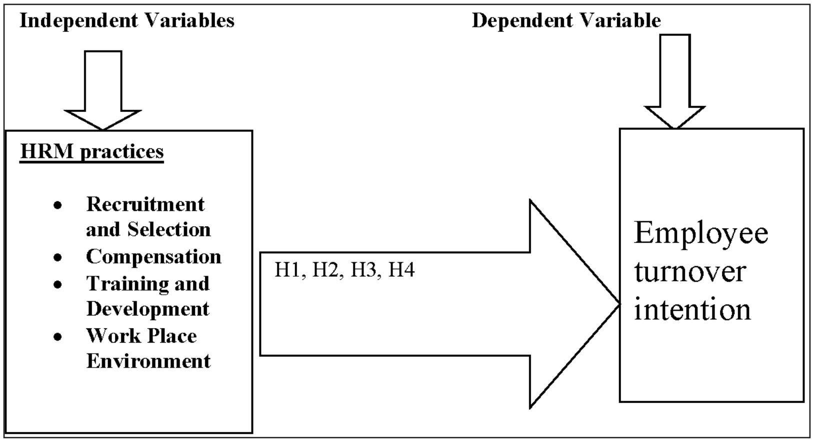
As being observed from the HR data of the two banks a significant number of employees left the bank in the past four years (HR: 2018). This has necessitated to analyze the issue of turnover intention in banking industry in Ethiopia and to ascertain whether HRM practices of the banks influence employee turnover intention. Therefore, this nictitates to undertake an empirical study on the effects of HRM Practices like recruitment and selection, training and development, compensation and work place environment on employee turnover intention for evidence HR decisions.

RESEARCH QUESTIONS

This study seeks to answer the following research questions;

- What are the perceptions of employees towards the existing HR practices of commercial banks in Ethiopia?
- What is the overall employees' tendency on leaving their respective organization?
- What is the overall effect of HR practices of the case banks on employees' turnover intention?

HYPOTHETICAL FRAMEWORK



Source: Developed by the Researchers, 2018

The study postulated that human resource management practices such as recruitment and selection, training and development, employee compensation and work place environments can be used as a predictor of employee turnover intention. The above model depicted that influencing factors were considered as independent variables and the employee turnover intention were considered as dependent variable.

H1: Recruitment and selection practices have a significant effect on employee turnover intention.

H2. Compensation and incentives practices have a significant effect on employee turnover intention.

H3. Training and Development Practices have a significant effect on employee turnover intention.

H4. Work place environment have a significant effect on employees' turnover intention.

RESEARCH METHODOLOGY

Study Area

According to Central Statistics Agency (CSA 2017) projection report, Ethiopia is country with the total population 94, 351,001 of which 47, 364,009 are males and 46,986,992 are females. The country is. located in the east of Africa with total area of 1,103,609 square meters and its plateau covers 2/3 of the country. Ethiopia is Federal government and had nine federal states and two city administrations. There are currently eighteen commercial banks in Ethiopia. The present study selected two commercial banks namely, Commercial Bank of Ethiopia which the largest and government owned bank and Awash Bank International Bank which owned by Ethiopian shareholders. Commercial Bank of Ethiopia started it operation in 1942 and Awash Bank in 1995.Both banks have more experience in banking sector in Ethiopian context. These banks have city and outline branches. This study focused only in the city branches located in Addis Ababa.

Research Approach and Design

The study is mixed in its approach. It uses both qualitative and quantitative data to show the effect of human resource management practices on employee turnover intention. The study is an explanatory in its design since explains the magnitude and effect of human resource practices on employees intention to leave their respective organizations.

Sampling Technique

Presently in Addis Ababa, there are 107 branches of Commercial Bank of Ethiopia and 50 branches of Awash International Bank. By using systematic sampling method 16 branches were selected from CBE and 5 branches from Awash International Bank. For the purpose of this study 304 respondents from the banks were approached and 283 of them filled in the questionnaire and returned. Four managers were also invited for interview. The managers were selected based on purposive sampling considering their knowledge and expertise for the subject considered for the present study.

Instrument Development

Questionnaires and interview guides were constructed in line with relevant literature in the area of the study. The reliability of the questionnaires was tested using alpha Cronbach test. A result of (=.80) was obtained and found at accepted level for this type of study. The HRM practices identified by the following authors were used to develop the construct used for the present study. Huselid, (1995); Benson & Brown, (2007); Chew (2004), and. McKnight, Phillips, Hardgrave (2009).

Methods of Data Analysis

The collected data were processed using SPSS version 20. The quantitative data were analyzed using descriptive statistics like frequencies, mean and standard deviation, kurtosis and skewness. Inferential statistics like logistic regression was employed to show the effects of HR practices on turnover intention. Logistic regression was used since the employee's intention to leave or stay were measured in it dichotomous manner i.e. yes or no type of reply. Supporting this notion Sweet & Grace-Martin, (2003) and Press and Wilson (2007) elaborated logistic regression is highly effective in estimating the effects on nonlinear effects. Recruitment and selection practices, training and development practices, compensation practices and work place environments were considered as a predict for employees' turnover intention.

FINDINGS AND DISCUSSION

Demographic Characteristics of the Respondents

The sample respondents were drawn from the two large commercial banks in Ethiopia namely, Commercial Bank of Ethiopian and Awash International Bank. The sampled respondents were officers, middle or top managers of the two banks. Their demographic characteristics are shown in Table 1 as follows.

Table 1: Demographic Characteristics of Respondents

No.	Factor	Category	Frequency	Percent
1	Gender	F	115	40.6
		M	168	59.4
		Total	283	100.0
2	Age	Below 30	142	50.2
		30-39	98	34.6
		40-49	34	12.0
		50 and above	9	3.2
		Total	283	100.0
3	Level of education	Diploma	1	0.4
		First Degree	203	71.7
		Masters degree	79	27.9
		Total	283	100.0
4	Length of service	2 yrs	21	7.4
		3 yrs	116	41.0
		4 yrs	48	17.0
		5 yrs	23	8.1
		6 yrs and above	75	26.5
		Total	283	100.0
5	Current position	CSO	157	55.5
		SCSO	79	27.9
		CSM	47	16.6
		Total	283	100.0

Source: Questionnaire

As shown in Table 1, relatively similar compositions of male and female employees of the banks were represented in the study. The level of education of respondents shows the majority (71.73%) are holding bachelor‘s degree. All of the respondents were working at their respective organization for more than two years. Referring to the positions they are presently holding 55.48% of them are customer service officers, 27.92% are senior customer service officers and only 16.61% of them are customer service managers. The profile of the respondents shows that they had adequate exposure regarding the subject of the study and which justifies the reliability of the source of information used for the purpose for this study.

Human Resource Management Practices of the Banks

In order to show the current HR practices of the organizations considered for present study the respondents were requested to show their level of agreement and disagreement among relevant sections of items included in the questionnaire. The following reference statistics were employed in order to interpret the result of the findings of the study. 1.00 – 1.80 Strong disagreements. 1.81 – 2.60 disagreement., 2.61 – 3.40 moderate agreement, 3.41 – 4.20 agreement and 4.21 – 5.00 strongly agreement. The interview reports were also accompanied to triangulate the quantitative report. Table 2 shows the descriptive statistics report of human resource management practices of the case Banks.

Table 2: Human Resource Management Practice of the Banks

Items	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Recruitment and Selection	3.5967	.75177	.336	.145	-1.100	.289
Training and Development	3.3802	.98950	-.268	.145	-.727	.289
Employee com-pensation	2.5098	.88039	-.185	.145	-.629	.289
Work place environment	2.9511	.83625	-.587-1	.145	-.744	.289

Source: Questionnaire

The descriptive report as related to the recruitment and selection practice of the two banks shows employees moderate level of satisfaction with the recruitment and selection practices (3.5967) of the Banks. The interviewed managers also confirmed the recruitment and selection system of the Banks are well designed and new employees will be properly oriented. The interviewed managers further explained that their organizations use a mixed means of recruitment like internet, newspaper, board screen and referral and an in depth induction are given to the new hired employees and this make them to feel confident and being achiever. In addition, they stated that their organizations work hard on matching the right person with the right job. The responses obtained from both categories of the respondents' shows the fairness of the recruitment and selection practice of the Banks.

The findings as related to the training and development practices of the Banks have shown the respondents' overall moderate satisfaction (M=3.3802). The interviewed managers of the banks confirmed that the organizations have paid due attention for training and development since the banking industry is highly sensitive and should cop up with the changing demand of the sector.

As depicted in Table 2 the respondents have shown their dissatisfaction (M=2.5098) in the compensation and incentives practices of the two banks. This implied unfairness of the compensation and incentive practices of the banks as perceived by the employees. In other respect, the interview made with the HR managers shows that the banks continuously altering the compensation and incentives offered by the Banks though it is not as per the demand of the employees. Hence, the managers believed the competitiveness of the pay structure of the banks though it is in contrary to the perceptions of the employees.

As indicated by Ahmed and Schroeder (2003) work place environment such as communication and information sharing fosters organizational transparency which reduce turnover and increases synergistic working relationship among employees. So making all information available for employees and trust on leadership makes employees confident on their organization and then lead they retain in their organization. The descriptive statistics reports of the section shows that the respondents moderate level (2.9511) of satisfaction on communication and information sharing practices of the two banks. They further indicated that their respective managers clearly communicate is expected from them and they also specified the presence of free flow of information in both directions i.e. employees and managers. However, they expressed their dissatisfaction on issues like getting opportunity to air their view, on participation of policy design, on quarterly meeting to discuss the work progress and on smoothness and friendly employee – employer dialogue. The interviewed managers indicated that district managers, HR experts, branch managers and labor union are participating in the review meeting. They confirmed that there is a quarter meeting to discuss on the quarter achievement of the organizations and specifically branches performance.

Turn Over Intention

Table 3 shows the employees intention to stay or leave their respective organization in the nearer future. The intention of employees to remain with their organization in future was used as a proxy to determine the retention rate in the banks.

Table 3: Employees' Turn Over Intention

Item	Response	Frequency	Percent
I will remain with this organization even if I am offered a better opportunity elsewhere.	NO	157	55.5
	YES	126	44.5
	Total	283	100.0

Table 3 shows that 44.52% of the employees of the case banks are willing to continue with bank in the future while the majority 55.48% of them had an intention to leave the banks. This means that more than half (55.48%) of employees will leave their organizations if they are offered better opportunities elsewhere which is unhealthy for the organizations.

Effect of Human Resource Management Practices on Employee Turnover Intention

A logistic regression predicts were employed to show the cumulative effect HR practices on employee turnover intention. Hence, the model summary in Table 4 shows the cumulative effect of HRM practices on employee turnover intention.

Table 4: Model Summary of Variance

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	108.759[a]	.628	.641

Table 4 contains the Cox & Snell R Square and Nagelkerke R Square values, which will have lower values than in multiple regressions and normally interpreted in the same manner it shows that variation in the dependent variable ranges from 62.8% to 64.1%. Meaning that the independent variables explain only about 62.8% for the variance in employee turnover intention. In other cases, there are other variables that are explaining for the variation in employee turnover intention that are not included in this model.

Coefficients of the Variables

The next section depicted in Table 6 reveals the contribution of each independent variable (recruitment and selection, training and development, employee compensation and work place environment) to predict the dependent variable i.e. (employee turnover intention).

Table 5: Coefficient of the Variables in the Model

	B	S.E.	Wald	Df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
RECSELE	2.658	.751	12.523	1	.000	14.264	3.273	62.158
TRDEV	2.566	.684	14.062	1	.000	13.010	3.403	49.734
Compensation	1.810	.762	5.636	1	.018	6.111	1.371	27.230
Work Enviro	3.008	.593	25.720	1	.000	20.248	6.331	64.754
Constant	22.589	3.742	36.448	1	.000	.000		

a. Variable(s) entered on step 1: RECSELE, TRDEV, COMP, WORK ENV.

Source: output of SPSS

Table 5 shows the effect of the independent variables on the dependent variable to test the hypothesis stated in the prime section of this study. Recruitment and selection practice has significant influence on employee turnover intention (B = 2.658, expB = 14.264 $P<0.01$). Thus, the alternative hypothesis which states recruitment and selection practices have significant effect on employee turnover intention was accepted. Training and development practices has significant influence on employee turnover intention (B = 1.810, expB = 6.111 $P<0.05$). This means that a unit increase in training and development results in increase (by 6.111 times) in the likelihood of employees staying with their organizations. Thus the alternative hypothesis couldn't be rejected. Compensation practices have significant effect on employee turnover intention in the model (B = 2.566, expB = 13.010, $p < 0.01$). The odds ratio of 13.010 means that a unit increases in compensation practices will lead to 13.010 times more likelihood of employees staying with their organizations. The alternative hypothesis that states compensation and incentives have a significant effect on employee turnover intention was accepted. As depicted in Table 5, work place environment practices have also a significant influence on employee turnover intention (B = 3.008, expB = 20.248 $P<0.01$). The odds ratio of 20.248 means that a unit increases in communication and information sharing practice will lead to 20.248 times more likelihood of employees staying with their organizations. Thus the alternative hypothesis could not be rejected. Therefore, all the hypotheses stated for present study were accepted.

CONCLUSION

The study targeted to examine the effects of HRM practices such as recruitment and selection, training and development practices, compensation and work place environment on turnover intention of commercial banks employees in Ethiopia. The study revealed that all HRM variables considered for present study had significant effect on employees' turnover intention. Thus this study provides further evidence that HRM practices have significant effect on employee turnover intention. The cumulative effect HR practices as shown by regression result revealed that 64.1% tendency of employees turnover intention is explained by organizational recruitment and selection practices, training and development practices, compensation practices as well as work place environments. Therefore, organizations leaders need to pay due attention in order to retain their work force.

MANAGERIAL IMPLICATIONS

Most of the researches in human resource management practices were conducted in western countries. As the cultural background of employees is varying from country to country, contextual analysis need to be shown for specific country. The present study targeted to show the effect of HRM practices on employee turnover intention in the context of banking sector in Ethiopia. Particularly no systematic study has been conducted in the context of Ethiopia on the subject considered for the study. Therefore, it is believed that it will create awareness for decision makers on the factors that affect employee's turnover intention so that they will alter their provision on factors identified as influencing factors to develop a committed work force.

LIMITATION

The study is based on the perception of the respondents which can be affected due to factors related personal biases. Therefore, it cannot free of human personal judgments. As the samples of the study were drawn from the headquarters of the banks, result of the study cannot be inferred for the rest of establishments in the country.

SCOPE FOR FURTHER RESEARCH

There are extensive researches conducted in the area of human resource management. However, most of the studies are not carried out in Ethiopia. It is therefore important that more researchers especially those in Ethiopia continue to explore the area empirically. As the present study is cross sectional, the authors call for a longitudinal study in order to further assess the effect of HRM practices on context of the organizations considered for present study. This research study was limited only to four human resource management practices namely, recruitment and selection, training and development, compensation practices and work place environments. The study therefore calls for further studies on other HRM practices that may affect employee turnover intention in different organizations.

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