

HRM Practices on Employee Retention: A Case Study of Bank Al Habib Limited

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Abstract

The main objective of research presented in the paper is to investigate the impact of HRM practices on employee retention of commercial **Bank Al Habib Limited** in Karachi-Pakistan. Those principles scrutinize device to those consider might have been a questionnaire for bank employees (BAHL) recorded previously, Pakistan Stock Exchange (PSX). This contemplate emphasizes looking into primary data, which bring been made through closed ended questions with five-point Likert scale. This contemplate need been produced with endeavor the association between Human Resource Practices (Training what's more Development, Motivation, Prize what's more Recognition, Profession chances also support in PDM choice making Practices) Also there could reasonably be expected effect looking into Employee Retention. Those scrutinize might have been acknowledged with a sample size of 200 employees', directors what's more top-quality supervisors. This data has been gathered through a comprehensive planned questionnaire what's more overview from the respondents. Convenience sampling strategy need been utilized within this contemplate. It need indicated that there may be a certain furthermore significant relationship between Motivation. Also Preparing and improvement what's more remaining variables are Reward, Career Opportunities, investment clinched alongside Participation in Decision Making has insignificant companionship with employee retention. SPSS (Statistical Package for Social Sciences) version 22 will be utilized for investigation of the information. Those finding exposes that motivation furthermore preparing need altogether certain association with ER furthermore remunerates what's more recognition, profession chances and PDM need inconsequential acquaintanceship with ER. Model will be catching 29% variety from autonomous variable. The quality about F statistics may be 17.180 which indicate model may be beneficial fitted. The Look into might be utilized similarly as an instrument flying toward bank with improve their execution by seeing the way of HRM polishes looking into employee retention in Pakistan.

Keywords: Bank AL Habib Limited (BAHL), Participation in Decision Making (PDM), Training and Development, Automated Teller Machine (ATM), Mobile Banking.

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List of Abbreviations

- **HRM** Human Resource Management
- **BAHL** Bank Al Habib Limited
- **ER** Employee Retention
- **PDM** Participation in Decision Making
- **TD** Training and Development
- **RR** Reward and Recognition
- **CO** Career Opportunities
- **ATM** Automated Teller Machine
- **MB** Mobile Banking
- **CS** Customer Satisfaction
- **CP** Consultative Participation
- **DP** Delegative Participation
- **WU** Worker Union
- **WD** Worker Director
- **EM** Extrinsic Motivation
- **IM** Intrinsic Motivation

1. Introduction

Retention management is vital for every business today. It is very hard to manage skilled staff for maximum period. In entrepreneurial environment, manager tries to reduce turnover cost. Human resources are the support of any organization or business entity. Employees play a significant role and help them to achieve organization success. In today's era ER is crucial in keeping the company on track. One of the severe issues is employee retention for managers as well as organization. If

employee chooses right people for right job so it will be positive sign because employees are the asset and it is accountable for success or failure of company. Retention is opposite to turnover so if employee leaves organization so turnover cost will increase.

1.2 Employee Retention is Important

To achieve organizational business goals, efforts a company makes to retain its employee's efficiency and attractiveness are referred to as retention of employees. Skillful manpower and talented employees help organization to achieve competitive edge. To retain and maintain the efficiency and professional employees in a competitive market and workforce, companies must introduce activities such as participation of employees. Retention of worker is today one of the greatest problems for Human Resource Management. For companies' transaction it has become a daily practice. Within this master thesis I examine the views of employers and workers regarding their connection to work. Retaining empowered team associate is crucial for success of a company. Higher turnover of staff elevations the cost and has an adverse effect on productivity of a firm. Executing an employee retention strategy is an effective way of ensuring that core workers continue working while dealing and improving work efficiency. Organization and Management should consider the difference between a productive worker and an employee who does not make a substantial contribution to the company. For organization success, HRM Practice plays a key role. In present situation the retention of workers has become a big problem for companies. When qualified individual prefers to switch into other organizations for better prospects. Employee retention is a hot topic nowadays. From research studies to journal articles; all is about talent management, leadership, and workplace branding and recruitment and motivation techniques. It is a recurring theme not only in managing HR but furthermore in marketing, industry, sociology, and many other fields of study.

Human capital's position is studied a source of achievement in business organization's activity which had already acknowledged by corporate organizations. Competitive businesses are still busy retaining by constructive approach and positive policies. Successful businesses are often occupied with the constructive and effective strategies to attract and attain organizational objectives. Where a company seeks to obtain long term benefits and competitive advantage, it keeps its skilled workers in the company who can guide them to achieve desired objectives.

1.3 HRM Practices:

The best HRM practices of study are:

1.3.1 Motivation:

Motivation is an internal force that pushes an individual towards a target. It is the desire to function well. A mechanism that accounts for the willingness of an individual to make a high degree of effort to achieve organization goals, determined by capacity of the individual to meet those needs.

1.3.2 Training and Development:

The other practice is Development and Training programs. “It refers to the degree of workers undergo to improve their organization’s skills”.

1.3.3 Rewards:

Rewards are favorable outcomes received as a result of success by an employee. Those bonuses are associated with priorities of organization. If an individual help a company accomplish one of its goal, a promotion also follows. Two types of rewards are **intrinsic and extrinsic** rewards.

Extrinsic financial incentives are typically the monetary compensation that employers offer to workers, such as salary increases, bonuses and other benefits. These named as extrinsic because they are external to the job itself and their scale is regulated by certain people and they are given or not. In comparison, the psychological benefits workers earn from doing successful work and doing it well are **intrinsic**.

1.3.4 Career Opportunities:

Career growth is a program that is structured, formalized, coordinated, and designed to strike a balance amongst the individual career needs and labor force necessities of company.

1.3.5 Participation in Decision Making:

PDM as a mechanism for employee and administration participation in sharing information collection, decision-making and problem-solving within an enterprise.

1.4 Advantages of Employee Retention:

- ✓ Holding employees reduces turnover cost.
- ✓ Employees work with the organization for maximum time so it will increase employee's overall productivity.
- ✓ Employee Retention organization's financial gain.
- ✓ Employee inspired creativity.
- ✓ Staying employees' declines hiring and training cost.
- ✓ Retention of activities facilitates employee commitment towards the company.

1.5 Employee Retention Rate:

$$\text{Employees retention rate} = \left[\frac{\text{Total no. of employees} - \text{Total no. of employees that left}}{\text{Total no. of employees} * 100} \right]$$

1.6 Participation of Employees in Launching E-Banking

According to the survey, employee retention has become a foremost problem in banking industry. Today's era Human Resource is also imperative as financial asset. Successful organization focus on retaining employees but the banking sector has a different work style and approaches for retaining employee. HR department plays a leading role to retain employees through different techniques and policies. They better known employees are asset of a business or firm. Internally environment of the organization helps to sustain their employees. When an employee feels secure from all aspects that is the reason staff want to stay in this organization.

Decision making process run by top management, there is no notion of employee's participation during decision making. Employee participation is not essential according to the banking sector. Only top-level management takes decision related to employees training and development, reward system of employees in banking industry. They don't focus about employee's career growth opportunities. Mostly youth generation hire for general operation of bank. They are highly qualified from recommended universities but their skills are not utilized on initial stage.

According to this survey, when they launch their banking application, they are not trained their bank employees for this app. Only few employees know about this application. This banking

application badly flops on initial stage when customer takes information regarding this application. Branch banking staff not known regarding this app and its usage. Behind the reason is that when they launched this app, they are not trained their staff about this application apps. It belongs to the employees training. When an application launched, organization thoughts to provide convenience to their customers but they are not successful due to their weak training system internally entire department. Training and development programs are essential and helpful for employee to improve their abilities and skills so banks should provide training about new technologies and innovation of employees.

Banks introduce different type of products for consumer convenience. Mostly organization not involves their employees in decision making. Mostly product responses describe their weak decision-making process in organization. The main reason of employee's retention in branches of banking sector they force their employees for late sitting and heavy work load that's why employee's motivational level decreases.

According to Vaidya (2014), there has been an emerging trend in developing countries on the practical use of Mobile Banking. Mobile banking is a service providing by a bank which allows there customers to make financial transactions with using a mobile device such as a cell phone or tablets. Its software based, generally called an app that the financial institute offers for the facility of their customers. Mobile banking is typically available on a 24-hours and seven a week basis. Many financial institutes have limits on accessing accounts via mobile banking, as well as a cap on how much can be negotiated.

Customers may use different services via the mobile banking app, which can include account balance inquiry information of current transactions, bill payments and transfer of funds from accounts to other accounts. Some apps require a declaration facility through which customers can access their bank statement to their record.

Mobile banking, from the bank's point of view, eliminates the expense of performing transactions by plummeting customer's requirement to visit a bank branch for non-cash withdrawal and deposit transactions. Mobile banking has no physically cash-based transactions facility that includes withdrawals or deposits. The customer visits the branch or ATM physically to satisfy their needs.

1.7 Bank Al Habib Limited

Bank AL Habib Limited was established by Habib Esmail's grandsons in October 1991 and initiated tasks in January 1992. Even though Bank AL Habib began activities in 1992, it represents a similar elevated requirement of modesty, reasonability, and trust which that have portrayed the financial tasks of Habib family in Pakistan and abroad for around 70 years. The bank is particularly mindful of the contributors' trust in it, and its prime obligation is to keep up and regard this

confidence all occasions. Driven by standards Habib Esmail educated and rehearsed over a century prior, the bank has nonstop to extend and propels in every aspect of its tasks. In a limited ability to focus 29 years, the Bank's benefits have ascended to more than Rs.750 Billion with a system of 800 or more branches and sub-branches, a wholesale branch in the Kingdom of Bahrain, Seychelles, Malaysia and Representative Offices in Dubai, Istanbul and Beijing, China.

1.7.1 Composition of Banking Groups in Pakistan:

Banking industry of Pakistan divided into more sectors.

1. Local Banks
2. Public Sector Banks
3. Private Sector Banks
4. Specialized Banks

1.7.2 Mobile Banking App– BAML

For 2016, Bank Al Habib started versatile saving money requisition which will be undoubtedly downloadable from those assumes play store requisition. Clients might also utilize the versatile saving money app with right different benefits. With portable banking, clients might do budgetary furthermore non-financial transactions in a harmless also secured nature's domain with simplicity. From financial records points with making installments. Portable saving money offers its clients the accompanying benefits during anytime starting with anyplace that includes:

- Locate/Search ATM/Branch
- Term Deposit Activity
- Check account balances
- Transfer funds
- Recommence other utility bills from time to time provided by the bank
- Charge all postpaid mobile bills
- “Top up” prepaid mobile phones.

1.8 Problem Statement

Companies around the world are facing high employee turnover, especially among the experienced employees and youth. Yet what are the potential factors behind this employee frequently quit employment willingly where they feel bored or are not engaged enough. High-performing people must believe that their interests are being taken care of, that they can strive towards a common goal, and that they feel motivated by career. If those pumped-up youths feel stuck at their current workplace, they will most definitely seek a new one, with better ventures where they feel they are growing. Banking sector is seen as a modern development in conventional banking services offering customers the greatest convenience for banking efficiency. This research is to examine the influences of employees' retention in the banking sector of Karachi, Pakistan and find out its effect on the bank performance. Karachi is an economic hub and enormously be contingent upon banking activities but banks are facing problems to manage their strategies concerning motivation, training and development, reward and appreciation, career growth and participation in decision making. Consequently, it requires long-term preparation to concealment the future connected problem that should be realized today.

1.9 Research Questions

1.9.1 General Question

The general question is acquiring out the relationship between employee retention and HRM practice of Bank Al Habib Limited.

1.9.2 Specific Questions

- How to explore the level of relationship among forms of practices and employee retention in banking industry?
- What are the key features which motivate the employee to retain in banking sector of Pakistan?
- How to evaluate the key indicators which motivate employee to retain in Bank Al Habib Ltd?
- How to influence the connotation between rewards and employee retention in Bank Al Habib Limited?
- In which to make certain the level of employee's input in decision making of the organizations?
- What is objective of this study was to determine the impact of career opportunities on retaining employees in BAH in Karachi?

1.10 Objectives of the Study

1.10.1 General Objective:

The comprehensive purpose is to discover the impact of HRM practice and Employee Retention of conventional Bank Al Habib Limited.

1.10.2 Specific Objectives:

This enquiry will have the following specific objectives:

- To comprehend and examine types of practices for retaining employees in Banking sector.
- To explore the extent of relationship among types of practices and employee retention in Banking sector.
- To examine the key indicators which motivate the employee to retain in BAHL.
- Determine the connotation between rewards and employee retention in Bank Al Habib Limited.
- To ascertain the level of worker's involvement in decision making of the organizations.
- The objective of study is to determine the effect of career opportunities on retaining employees in BAHL in Karachi.

1.11 Justification

1.11.1 Researcher

This study is obliging for researchers, specifically those wishing to study the Employee Retention Management. This will raise awareness of the areas needing further research and those wishing to acquire knowledge about retention of employees and can provide good advices to the companies to achieve their goals.

1.11.2 Students and Teachers

Students and teachers can also gain information through this research as this study seek to develop current expertise in this field for academic purpose.

1.11.3 Bank Al Habib Limited

The research would illustrate the relevance of employee retention management when it comes to banks financial presentation. Companies wishing to have fundamental financial stability and market achievements would benefits from it. The findings will provide a basis for banking sector retention tactics for staff that concentrate on value creation for their larger shareholders.

1.12 Research Gap

Both theoretic and empirical literature pertinent to the research has been reviewed. The empirical review focused on preceding studies on HR practices on retaining employees. This research endeavors to examine the retention problems in banking sector of Pakistan (BAHL) and to find the key contributor in overall retention management. The gap is identified in previous studies is experienced employee and youth in Al Habib Bank sector.

1.13 Significance of the Study

The research would serve as a baseline data for other studies will intensification the area's research pool, will give the bodies concerned as insight, i.e. Bank management, indicate, and suggest possible solutions and promote further work in the field by young researchers or companies or organizations. This research examines the variations in retaining employees through employee involvement practices. This study assistance both organization as well as staff members.

1.14 Scope and Limitations of the Thesis

The scope of the study is limited to the supervise members dispatched at the Head Office of Al Habib Bank. The research targeted staff members working in the bank to give their responses for the study. The research focused primarily on evaluating the association between HRM practice and retaining staff. It also looked at defining and suggesting more possible points of action that the bank might use to enhance retention of employees. There are numerous aspects that influence the retention in company but it is not possible to check all the factors due to time constraints. Other drawbacks include small sample size, failure to take part in the analysis. In study no intervening or moderating variables are measured.

- First, the time frame to collect data was not sufficient.
- Other limitation of current work can be that data have not been geographically collected.
- The data only from few areas cannot provide exact information.
- Study findings can vary with increased sample size.
- The behavior of employees varies time to time; the data assortment might be through the field study, focus group interviews and interview rather than just questionnaire.
- The research outcomes may differ if variables change.

1.15 Variables

In this examine six variables need aid considered: ER will be common similarly as subordinate variable also autonomous variables need aid Motivation, Preparing and development, Reward what's more Recognition, career growth furthermore cooperation for choice making. Through these variable connections around them variables need been checked.

1.15.1 Dependent Variable

Employee retention is dependent variable in this study. Retention is deemed a factor that measured and evaluated the impact of independent variables.

1.15.2 Independent Variables

Motivation (**Shah, April 2018**)

Training and Development (**Abba, June 2018**)

Reward and Recognition (**Oyoo, October 2016**)

Career Opportunities (**Nagarathanam, 2018**)

Participation in Decision Making (**Daniel, February 2019**).

2. Literature Review

This chapter discussed the importance of key words and principles used in this research, and references several earlier studies connected with this research. It is summarization and discussion of earlier published studies. The study of the literature includes analyzing knowledge and identifying variables for testing, modeling work and data analysis.

2.1 Theoretical Literature Review

2.1.1 Cognitive Evaluation Theory

This theory implies that two mechanisms of motivation currently exist: intrinsic and extrinsic, which correspond to two types of motivators:

- Intrinsic motivator: Accomplishment, competency, and accountability. Motivators deriving from actual task or job performance—the inherent value of work.
- Extrinsic motivators: compensation, promotion, reviews, working conditions—items arising from the world of an individual, governed by others.

For a given person, one or the other of these may be more effective motivator.

Individuals profoundly driven to succeed for their own success and fulfillment. They start losing motivation if they come to believe that they are doing a job because of wages or another extrinsic explanation.

The theory is that existence of influential extrinsic motivators can in fact weaken the intrinsic motivation of an individual, especially if the person the extrinsic motivators as being manipulated by humans. In all the other words, the naturally motivated people would be turned off by a boss who is constantly presenting this reward.

Remember that on Maslow Hierarchy the endogenous motivators appear to be higher.

2.1.2 Two Factor Theory (Frederick Herzberg)

According to Herzberg, Motivation is influenced by two sorts of factors, and they do it differently:

- Corresponding surrounding **Hygiene factor**. These are influencing whose absence is motivating but that presence does not have any perceived impact. They are stuff people are unhappy when you take them away and behave to get them back. For a heroin addict, heroin is a very good example. Long term addicts are not shooting up to get enormous; they are shooting up to avoid getting sick— to feel normal. Many examples involve good working condition, protection, wages, benefits (such as health insurance), company procedures, interpersonal relations. They are extrinsic elements typically weak in hierarchy of Maslow / Alderfer.
- **Motivators**. These are factoring whose presence motivates. Their absence triggers no specific disappointment; it just doesn't inspire. These are all those at the peak of Maslow scale, and motivational central factors central to it.

Therefore, hygiene factors measure dissatisfaction, and satisfaction is determined by motivators. These two scales are autonomous, and you can be high on both.

2.1.3 Acquired Needs Theory (McClelland's)

Such needs are attained through life experience.

- Need gratification, do something tricky. As kids, they persuaded themselves to do things.
- To be associated, to establish close interpersonal relationship. As children they were praised for making friends.

- Need power, others influence. As children, they are capable to get what they want by trying to control someone else.

Again, analogous to Maslow and Alderfer.

- Such needs can be assessed by using TAT (thematically apperception test), which is projection-style test based on analysis of stories people are telling about series of pictures.

2.2 Empirical Research

Different scholars have different views on the effect of HRM on employee retention, for which we have been supported by evaluating numerous published and credible papers that where somehow part of our research currently being conducted. In which rare lines quoted by authors are listed below passage, we may find out clearly what branchless banking was and how they can enhance employee retention rates.

2.2.1. Employee Retention

In this paper in today's era, one of the prime challenges for managers and organizations is employee retention. (Mehmood, 2016) To retain their employees for longer time it's very critical task. Employee tend to try a better place of work and environment. While on the other hand, due to severe competition managers use different strategies and tactics to retain their staff. The focus of the companies has been changed from turnover to retention to save turnover costs. Independent variables recognized in this study is Job satisfaction, Work life balance, Recognition and Supervisory support whereas retaining employee is dependent variable. Purpose of the research work is to inspect the reasons for retaining employee that organizations should be concentrating on. Any organization's quality growth and success demand commitment and enthusiasm from its staff member. Investigate aspects that impact the retention of employees in Pakistani companies not only promotes human resource management but also helps workers plan their careers. From the analysis it was concluded that all the variables or matrices affecting employee performance are associated. That has a perceptible effect on another. So, it is not just a solo factor that causes an employee to left the firm but it is a combination of numerous factors. Moreover, employer attitude or boss or manager attitude it is critical in this regard. Recruitment and selection should be performed on merit and there should be no favoritism at all, the company should focus on grooming the employee by constantly polishing their skills and abilities through training and development. There should be a fair combination of work and family life, and job security for an employee. From the study carried out it could be determined that the greatest way to increase the engagement and drive of employees is to recognize the employees' expectation and, after finding them, it is vital to meet those expectations.

Human Resource Practice factor joints with employee retention. (Hosain, 2016) This research connected between human resource performs during this research find out the factor who depend upon on employee retention and analyze the factor of satisfactory training, recruitment and selection, training facilities, performance based appraisals, association with employees, compensation, and decision making, employee participation during teamwork mostly organization are facing multiple problems relate to employee retention not only financial effect also psychologically effect on human resource department and organization bear the high replacement cost and association with new trainers also facing staff shortage work disturbance during selection time. And newly train employee takes too much time to understand the workflow and situation and time line of work. Only few employees work quickly and respond speedily before this organization arrange multiple training for his work understanding and bear the high cost during his tough time. During this time period few employees give the satisfactory response some time employee leaves the organization one question come during this research how to hold employees has been gained greater attention, problems of conscriptions and retention could be highly confrontational to the other sectors.

Adaptation of technology and firm number of satisfied employees continued provide the appreciated services with the same organization. An organization gains the benefit to use the skill their employees. An employee satisfied with their work when his excellence for the firm betterment his expertise for firm establishment. His effort's increase the productivity of the firm although it's returns decreases turnover cost and increase generosity through quality commodity or services. The ultimate outcome is developed revenue for organization.

(Bhutto, December 2016) In this article Human Resource Practice play an imperative role. Retention of employees is dependent variable. The objective of paper is to analyze the consequence of employee retention and HR practice in organizations of Pakistan. If employee will retain with organization so it will be helpful to improve organization performance, productivity, improve employee morale so they can decline turnover cost. One of the HR practice is career development is very crucial practice that help to increase retention level. Career development is independent variable. Workers needs to enhance their skills, upgrade with new technology, provide skills training, counseling services, improve communication, work quality so they remain with organization for longer period. Career growth is more effective and valuable tool for increase employee retention.

Other independent variables are work life balance, compensation, and training. In this paper firstly we understand the effect of employee retention on HR practice in Fast Moving Consumer Good companies (FMCG's) of Pakistan. Secondly, we assume the findings of this study will intensify the ongoing discussion on HR policies on the importance of the workers in the company to examine how international arbitration is performed, it is essential to know the association between (a) employee value fit and employee retention in organization (b) HR practice and employee value fit.

Retaining employee is regarded as a systematic model of the human resource program of an enterprise. In study of Information Technology, vital indicator to stay in your existing work, supervisors described career growth as a key problem in retention. Career development reflects the degree to which the company is offering employees the opportunity to improve their careers within the company. Employee retention in such organizations has become a major problem for their competitiveness in developed countries. The result of the study concludes that both employee values fit and HR practice has significant relationship with retention of employees. Management uses of HRM strategies can help affect employee attitude and values positively, leading to satisfaction job level and decline turnover.

Its tinted that reward is obligatory to be given to an operative when the job is done. (Salman, 2016) The significance of rewards is emphasized well and worker execution is improved through inspiration. In elevation efficiency and competence absolutely be contingent on some level of motivation of employees whether how much we assumed the mechanization and automation. Training of employees is pivotal step and tactics to inspire employees. It's stated that motivation is a vigorous problem in the growth of career of the staff for the lifelong learning and enhancement of jobs. A driven employee is an imaginative and fruitful for organization. They yield preference in their responsibilities, increase their appreciated knowledge, whereas unenthusiastic employee is a burden, and go under in highest level of strain. Frederick Taylor anticipated a theory of motivation that explains how the most people may be motivated completely via pay with reference to work they perform. Taylor undertakes that maximum of people do not feel gratification throughout the job except a direct recompense in the form of financial benefits are not offered. Elton Mayo wished-for a philosophy of motivation, which studies the social needs for every member of staff. As according mayo, in their responsibilities and duties, even the reward cannot inspire the people to force their most arduous work. The social needs for workers as he claimed should be considered. Until and unless manager fulfills the basic needs of workers, they are not fully empowered and the output is deficient (Salman, Factors Affecting on Employees Retention in Banking Sector: An An Investigation from Karachi , 2016).

In this article retention management is very essential in each and organization or any business sector. In banks, to meet the need of clients, peers, supervisors and stakeholders, workers need to be smarter, healthier, better educated, more diligent and more knowledgeable. (Rashidi, June 2013). In this study examine the retention issues related to private banks of Pakistan in which included Habib Metro and Soneri bank. In this paper, to find the key features that highly contributing to retain their employees are training and growth, job satisfaction, empowerment, career growth and planning and organization image and employee retention and this study exposed two key contributors are career development and organization image that plays an imperative role and increase retention rate in two private banks of Pakistan. The banks' top goals in the banking industry are to produce more sales and earnings and gain competitive advantage over others and

further customer loyalty, thereby increasing their capital. The result of the study helps commercial banks understand the primary contributors to retention of employees and provide researcher with insight into further factors influencing retention of employees. And employee leave their organization so turnover rate will be increased and the performance of the banks will automatically reduce so avoid brain drain in any business sector and industries. It is examined from study that training and growth factor contribute more in their retention of Habib Metro bank so management should invest on employees training for improve their skills and upgrade with technology whereas in Soneri bank employee posted at center of operations, organization is significant factor and main element that employee remains with maximum period of time. HR practice are the main elements which not only growth of organization but also offer competitive advantage. Person success contributes to success for the company

In this research article to discuss main reasons that leads to the voluntary turnover actions of the employees (Anvari, September 2013). This study suggest that companies develop process to tackle the reasons of employee turnover to develop the enhance retention of staff. In this paper to find out those factor that reason of employee turnover and suggest a better solution to employee turnover problem for top management. Employee turnover is an essential factor and is also central to the workplace preparation and strategy of organizations. Voluntary turnover is a big challenge in Asia. It is difficult for Human Resource (HR) manager to retain and uphold best, loyal, attracted, talented and more concerned employees with organization. If turnover rate increases so retention rate will automatically decrease.

Turnover may be voluntary and involuntary but, in this study, focus on the reason of turnover issues. The rate of turnover is the rate at which employer is acquiring and losing workers. In business and organization, turnover of employees is the most serious issues and challenges. Currently a certain amount of turnover is unavoidable, but too much can destroy a company, the turnover of problem facing most corporations, particularly in low wage work. Employers pay more attention to the rate of staff turnover, because it is a very costly sector. Those usually involve ads, resource management, expenses and productivity loss, job disparity and expense to new entrants of training for workers. Employees are not gratified with their rewards so turnover issue occur. Management must hire new entrants and train them so organization will have to pay more cost on recruitment and training process. Employee turnover is the big challenge for both private and public organizations. Turnover is dependent variable and use specific retention strategies to reduce turnover rate. And independent variables are compensation, job satisfaction, organizational culture, promotion, and workload. The research result will help business recognize flow issues and include retention policy recommendation. Therefore, their risks and costs can be reduced. Meanwhile turnover has a huge effect on the efficiency of a company. Employee turnover' is widely used as a term in business circle. Human resource strategies are fair salary, good working environment, promotions, better organization, minimize work pressure can help to improve turnover problem.

2.2.2 Motivation

According to this research Employee retention is dependent variable. (Shah, April 2018) Employee plays a crucial role in any organization's success and failure. In a competitive current work climate, retention of workers is important for achieving organizational objective. In this study is to examine that the consequence of intrinsic and extrinsic motivation on retention of workers. Motivation is one of the crucial aspects. Employee Motivation is mechanism of human behavior to efficiently accomplish the mission. In every company, the overall productivity and efficiency of the workforce and organization's performance depend on the degree of employee motivation. There can be intrinsic and extrinsic motivation.

Intrinsic Motivation (IM) mentions to actions motivated by inner or internal rewards. Include learning and growth, social contact and status, curiosity, respect, and honor. Intrinsic motivation is an essential motivational factor to improve employee productivity and remain with the organization.

Extrinsic Motivation (EM) refers to actions motivated by rewards from outside which include salary, bonus/perk, fame, promotion or grades and punishments or lay-off.

And other factor along with motivation, perceived organizational support (POS) mediates the connection amongst motivation (intrinsic and extrinsic) and retention of employees. Perceived organizational support (POS) is degree of confidence that workers have a deep commitment to the company and that the company is worth its commitment. Motivated employee is faithful, devoted and stay with the organization due to Perceived Organization Support which decreases employee. In this study includes that worker retention has significant impact on extrinsic motivation and intrinsic motivation. If employee is loyal, more satisfied and motivation so it will help to increase retention level. Intrinsic and extrinsic motivation is major element to improve retention of staff. Employee retention varies due to staff perception about support from organization. Therefore, it can be assumed with certainty that Perceives Organization Support would play an important mediating function between retention of employees and motivation.

(Salman, 2014) In this research paper, In Pakistan banking sector factor influencing employee staying. Nowadays, one of the biggest issues is employee retention in banking area due to less skilled staff, growth of economy and turnover ratio of employee. Banking activities play a vital role and it is difficult for banks to manage their strategies in respect of motivation, training, and development. Employee retention is dependent variable whereas training, development and motivation are independent variables. This study summarizes that employee retention and employee motivation has strong relationship but training has no relationship with employee retention so banks should focus on rules and policies for retain best, talented and attracted employees and mainly focus on training and development of bank employees whereas provide growth possibilities to their staff. If employee leaves organization so it will be negative sign for

organization whereas hiring cost will also increase. It is suggesting that banking sector should implement their policies regarding training and development for retaining their employee longer period. For business success, it is very essential to retain and attain best employee for maximum time period. Human resources are backbone for all organization. Strong policies and proactive approach are key points and it will be helpful to retain talented employees and achieve organization objective. In this era, banking sector facing multiple challenges regarding employee retention while employee young, active, bright, and smart employee are always ready to leave their jobs because he feels dissatisfied. Employee is the backbone and supportive part as well. Selection, Recruitment, training, orienting, upholding, and retaining employee spend more money to reduce turnover cost. For retaining employee, banks use various HR practice, method, and technique.

Many researchers have done to identify those factors influencing retention of employees in other various industries and business entity, but its obligatory to find those factors that influence retention of employees in Pakistan Banking sector and check relationship of selected variables. Any employee's longer retention period is a big portion of their competitive benefit. For retain their employees use few motivational factors in different direction. One of the salient tasks for Banking sector to retain their employees through motivation and the result of the study assured that bank officials 'job motivation depends heavily on their salaries or wages, marginal benefit. Job performance, quality control and co-workers' relationships or association.

In this research paper Human Resource Management Practice is a management tool that deals with workers' related issues such as Job analysis, Hiring and Firing, Selection, training of workers, growth development, performance evaluation of employees, compensation package, motivating employees (Ahmad, 2014). This study is to examine the motivation factor effecting retention of employees. "Motivation is an essential aspect that helps people to deliver their best results and helps to achieve company goals. A strong positive motivation will encourage employees to increase their productivity, but a negative motivation will reduce their efficiency. Motivation is a central factor of human Resource Management". The outcome of the study that Employee motivate has significant impact on employee retention. If employee will be motivated and trained so it will improve organization productivity, commitment, and efficiency. Compensation shall be granted to an employee at the time the work is done. The value of compensation is well illustrated and motivation improves employee performance. Motivation is a key element in staff career growth. A motivated employee is an organization's innovative and productive one. They are taking joy in their jobs, improving their valuable information while unmotivated workforces are a burden and facing the higher concern level.

This paper demonstrate that motivational factor contributes greatly to the withholding of bank workers for a longer time, but this component alone is not capable of doing anything, and banks need to put more resources into training and growth. The study findings have indicated the banks officials' employment motivation is heavily dependent on their compensation or benefits, fringe

benefit, job performance, quality control, and relationship or interaction with co-workers. Management should motivate their employee so it will be beneficial for both organization and staff.

Motivation can be categorized as a practice for establishment, support, leads and sustains individuals for goal-oriented performances (Faiq, 2014). Motivation comes out from Latin term mover, which means moving or carrying. Motivation is inspiration and vigor that continuously encourage and convince to interchange and employees perform completely. It includes many things and belongings, such as natural, expressive, common, and reasoning forces which stimulate behavior of a worker. This study explores the influence 'factors of employees' retention in organization and find out its influence on employee's performance. The foremost matter they are facing in this industry scarcity of accomplished employees. Retention the adroit employees for an extended period than the contestants of the similar market. Economic development as entire and employee turnover organization are facing complications to accomplish their policies regarding motivation, training, and growth. It is recommended that firm should develop its guidelines regarding employees' training, motivation which will support this organization to retain employees for lengthier period.

Employee retention subjects are emerging as the greatest critical employee's supervision trials of the instant upcoming (Sinha, 2012). Successful administrations should be those which familiarize their organization performance to certainties of the recent working environment where permanence and accomplishment be contingent upon invention, creation, and versatility. In addition, the structure of workplace environment would have to represent a diverse community made up of individuals whose interests, views and system greatly vary from the past and from each another. This trend is particularly valid in view of current economic instability and corporate declines where the influence of losing vital workers is steadily growing. Life-threatening investigation of staff movements pointed to an upcoming deficiency of highly qualified employees who retain the mandatory information and capacity to do at high levels, meaning that organizations failing to retain high performance will be left with an reduced, less capable workforce that eventually hinders their capability to remain modest with managers in front of a tricky challenge of motivating employees in situation of amplified uncertainties. Retention rates are generally decreased as workers are distracted, uncertain and concerned about future consequences immediately after an organizational change. Situations need to concentrate on elements which primarily disrupt the retention of organizations for ongoing success. Studies indicates that retention approaches that fully meet all workplace needs thus improve corporate capacity to become more familiar with ongoing organization modification. Investigation reveals that development redefining contemporary retention approaches to employment go beyond the conventional pay and benefits package. Employee motivation is major element in catering for the organization's staff's assortment and long stay.

2.2.3 Training and Development

In this research study examined the association between training and retention of workers. (Abba, June 2018) Training is crucial variable if organizations provide more training to employee so retention level will also be high. Training and development have positive association with retaining employees in this research paper. In this study advises that an unsatisfied employee may not be able to work efficiently to achieve the organizational objectives. The banks would also regard their workers as assets rather than liabilities. Also, the outsourcing should be discouraged in their program. This is because the outsource workers provide cheap labor which, if undermined, may create space for unethical practices and fraud that eventually leads to bank collapse. Training is an essential factor and mostly organizations don't provide external training to employees. That is why workers hardly remain in the banks for a long time, they move instantly if they find some opportunity that is better.

The Human Resource Development strategies aimed at cultivating skilled and team- oriented personal boost employee engagement and retaining employees. Comparison of fast development and sluggish growth firms, and finding that fast growing firms are highly dependent on their employees' capacity to sustain their growth-oriented strategies. The fast- growing companies have used training systems to meet their targets and have a far greater focus on workforce development than their slow growth counterparts. Training and workforce growth activities are also more prevalent in fast-growing businesses than slow-growing ones. Training and development programs create good effect on employee and help to enhance organizational productivity and performance efficiently. The use of structured training plans was correlated with considerably increased productivity. Management should invest on employees training and development program for improve employee retention. Companies will stay at the forefront of this dynamic environment by getting their workers trained in the latest technologies.

In this research paper the effect of training and growth and role of managers on retention of employees. (Bibi, 2018) Human Resources are most significant tool for any company and are what makes the company function in a much better way, bearing in mind that aim is to gain a competitive advantage. Retention of staff is very helpful to all organizations. The current research also examines the moderating impact of the working environment on association between training and growth, support to managers and retention of employees. Employee retention is known as the foundation for every organization's performance and productivity. Employee retention is mechanism by which workers are encouraged to remain with the company, and both workers and the company benefit from this. High retention rate reduces the expenses of hiring and training new workers, this saving can then be used for the performance enhancement initiatives of the workers. The crucial aspect of HR practices is training and development. "Training and growth refer to the degree of preparation that workers undergo to remove their organization's skills". One of the Human Resource Management Practice is training program helps to motivate employee for

achieving competitive advantage. An organization which provides training to develop their skills and competencies of its current employees can retain its employees easily. If companies have appropriate training programs, treatment and care for their workers, workers stay longer and increase retention rate. The outcome of the research that training and growth opportunities have positive effect on retention of staff. Workers retention alludes to the different techniques and behaviors that inspire employees to stay for maximum period.

In this research paper Training and development is crucial factor to motivate their worker. (Saifullah, May 2014) If employee is fully trained and aware about organization so they feel motivated, satisfied, and retained with the organization for maximum time period. Management should provide facilities to enhance their knowledge, skills, and abilities (KSA). Training and Compensation both are independent variable whereas employee retention is dependent. The organization will also be committed to train its staff effectively and efficiently so that they are happy and this in turn would inspire their workers to remain with the business for more years to come.

For the employee's point of view, commitment of one company is only possible when skills set, they are respected for their contribution and are compensated accordingly whether in the form of benefits or rewards based on performance. This was generally known and many works was conducted on this that it was necessary for employers to encourage and train their workers to the degree that they would lose rates of success over certain periods of years, which would impact the overall performance of business in the long term. For retain their employees training is a crucial factor like: On the job training, seminars, conferences, off the job training, Instructor led-formal training should facilitate their workers for retain employees with the organization. And uses compensation factors in this study like salary, benefits, commission, allowances, and bonuses. The outcome of study is to run the regression analysis of these two retention strategies are: compensation has significant impact on retention of employee but training has insignificant. It leads us to conclusion that compensation should be used for retention of employees and training should not be used because it is not the justification for retention of employees.

Opinion about this research paper to scrutinize that impact of training practice on retaining workers. (Umar, May 2013) Organization also recognized that the expertise of the workers could provide a competitive edge. The questions remain under scrutiny for most companies as to whether there is a substantial influence of training on retention of staffs. In this study, researcher focus on the element of Human Resource practice is training and development. And studied thirty or more research papers of different authors related to impact of training and development on retention of workers. Training is considered critical in cultivating an employee's sense of belonging. Training generally equate commitment with retention. The outcome will be useful to organizations in recognizing that a retention strategy will influence the training process. Ander Dysvik and Bard Kuvaas 2008, Training create a social link between the company and the employees. The social

connection provides a commitment factor that constrains the employee to continue with an organization longer. Because of the provision of training there is a social interaction between employer and employees. The study offers empirical data supporting the cause of the training and its effect on the retention of employees. Experts who studied the relationship between preparation and retention of workers conclude that there is an association between those two variables. In this research shows that there is significant impact of training on employee retention and after conducting results it has proved that the decision of the workers to stay longer may be affected by training. Training and development are an essential tool that support employees to develop their knowledge, skills, and abilities (KSA) according to this current time, learn new technologies and update employees with time to time. So, training create positive impact on employee retention.

Matter of human resources activities it's deeply observed that it relates to the organization performance. (Abduljlil, 2011) A sturdy relationship among human resource and performance of employees. Thus, the foremost independent of research is to explore the arbitrating result of HRM effects (employee retention) on association amongst HRM performs and organizational routine. One of individual structures of HRM is that improved performance is attained through the individuals in the association. Mostly, establishments come in all figures and more frequently exhibit variances than resemblances one collective influence between these organizations is their "accomplished success" which reliant on ability, information, and involvement of the employees. Though, it is commonly decided that HRM is absolutely related with organizational performance. Training arrangements with the assistances and capabilities of employees developed through series of training planned. There is no hesitation that extremely well-informed and accomplished assistants or employees will improve efficiency, improve productivity excellence of belongings and facilities, bring optimistic changes in processes, and help to convey excellence provision to customers, amplified job fulfillment and confidence among employees. Increased employee inspiration. Augmented competences in procedures, resulting in financial gain. Amplified capacity to implement new technologies and methods. In other words, they improve an organization's affordability and performance. It also produced imperceptible results as with: high self-confidence, enhanced trust, and subordinate gratification resulting from additional abilities, expertise and skills acquired through programmed training and expansion. It has counseled that organizations must capitalize profoundly in training their employees for operative application of customer-oriented approaches. Additional studies originated that wide-ranging training programs are positively connected to worker retention, efficiency, and organization efficacy.

2.2.4 Reward and Recognition

In this research paper reward system are essential component of the process of performance enhancement. (Oyoo, October 2016) Every compensation and benefits factor are called as reward. "A reward system is the collection of processes for distributing tangible and immaterial returns as part of an employment relation. Aspect of the reward system affecting employee performance

includes growth opportunities, intrinsic reward, and extrinsic rewards. Employee retention is an essential component of both intrinsic, extrinsic reward and career opportunities. Maximum respondent suggested that both intrinsic, extrinsic and growth development are crucial component for retention of employees. And this research, employee retention has significant and positive association with extrinsic reward, intrinsic reward as well as future growth.

Intrinsic rewards are the ones that occur inside the job itself like example accomplishment, variety, freedom, appreciation, acknowledgment, respect from supervisor and colleague and chances to leverage of one's talents and abilities. Workers are believed to be driven to work hard to achieve better output when they are proud of their work, feel their contributions are important to the team's success and the job are enjoyable, demanding and rewarding.

Extrinsic rewards are the rewards that occur outside the job itself examples include pay, opportunity for the fringe, job security, promotion, social environment, fair wages, salary rises and merit incentives. These rewards are used to illustrate that the organization is serious about valuing quality effort by team.

Career growth will be a key variable on rouse and hold their workers to longer period. Large portions organizations might utilization vocation administration framework to assistance their staff explore their vocations properly, likewise it may be referred to that representatives normally react favored will employment Growth Furthermore profession Growth chances. Representatives of today would more profession cognizant over ever preceding. They anticipate a greater amount from a personal Growth what's more advancement perspectives.

Every organization's long-term stability and sustainability relies on maintaining and retaining key workers. In this study finding that intrinsic, extrinsic reward and career growth are the key components for organization. It is also necessary to monitor the reward management system in place and to develop the organizational culture such that high potential workers are retained.

In this paper is to inspect the impact of rewards of employees and Human Resource policies on retention of employees. (Kwenin, 2013) The findings showed that if incentives program for companies are sufficient, it does not only contribute to equity but too improves retention rate. In every organization employee plays an important role and help organization to achieve competitive advantage. In this time competition is fierce in business sector. Researcher and Expert are concerned in addressing the problems and challenges related to employee retention. Decreasing staff turnover is strategic problem and it is critical. Not any company will enjoy and maintain the performance till it effectively and adequately solves the employee turnover issue.

Reward and appreciation is most essential feature to motivate their employee for longer period. All companies should make use of intrinsic rewards to improve employee engagement and retention. Reward is elementary factor that shows how much workers earn by devoting their time

and energy to achieving company goals, thus it is the duty of employer to create an enticing incentive program to retain valuable and talented staff. It is crucial for employers to recognize the importance of workers in their reward package and to devise plans that resolve their workers' equal and appropriate rewards. If effective reward tactics are understood and integrated into the culture of the organization, successful workers remain. Reward and recognition are part of a most systematic attempt to attract workers or to follow good work practice and can lead to improve retention. The value of these kind of systems is rooted in positive reinforcement theories. By saying 'thank you' to workers to show gratitude for a job well done or a 'pat on a shoulder' a company promotes desirable behavior and encourages more of the acts that will make it effective.

In this study all factors: employee satisfaction, reward and recognition and Human Resource practice significantly effect on retention of employees. So, the management should provide fair and equitable rewards packages which not only attract but also retain employees within the organization. In addition, the analysis also found that worker satisfaction also reflected a clear retention signal. Accordingly, the study suggests that the organization's management should provide intrinsic values for satisfying employees.

In this research paper Reward is an essential HR practice tool to hold their employees for prolonged time period. (Weerasinghe, 2012) Retaining employees and delivering an attractive reward packages are two competing obstacles recognized in today's volatile business climate. When companies can hire and retain professional workers in the long term, they can accomplish their goals smoothly. It is easier to maintain qualified workers than to hire in any form of company.

In practice, many companies adopt numerous approaches to maintain their top performers, such as providing a reasonable pay package, a welcoming work atmosphere, maintaining workplace security and keeping a healthy and safety working climate, career growth opportunities and greater welfare amenities.

Salary, incentives, and welfare are independent variables. Retaining best employees are the most difficult task. The unattractive pay of workers at the organizational level is the biggest reason to leave the company. Main drawback among operational level workers is job satisfaction due to this heavy workload with inadequate incentives for them. Employee retention is of paramount importance to organization's sustainability and development. In this paper is to scrutinize the influence of reward structure on retaining employees. Rewards are considered a crucial aspect of HRM and can significantly affect the actions of employees. To be successful, employees must view incentives as fairly, competitive in the marketplace, correctly based, motivating and easily understand. Employee retention regarded as dependent variable. It consists of the purpose of employee to maintain longer time under the specified remuneration package with the organization.

With its three elements, Rewards were considered as an independent variable: basic wage, healthcare, and incentives. In this study found that rudimentary pay, benefits, and incentives are significantly associated with employees' retention.

In this research study one of the distinctive characteristics of HRM is that people in the company achieve better results. (Damoe, 2011) In the study the arbitrating role of HRM consequence (retention of employees) on association between HRM practice and performance of organization. A common feature among these organizations is their "good achievement," which depends on the organization's employees' abilities, expertise and experience. The value of compensation and reward has been recorded in HRM. An attractive compensation and reward system increase profitability, revenue, and overall organization efficiency. Rewards and remuneration have a huge effect on organizational results. Competence-based rewards and pay increases the quality of goods and services, enhance the action of workers, and reduce the levels of injuries in organization, thereby increasing the organizational efficiency. Planning for reward and bonuses are essential aspects of effective Human Resource Management practice. Effective reward system influences the retention of talent.

There is also strong evidence that reward system positively influences the performance of the organization. To boost organizational efficiency and the interaction between HRM activities and organizational efficiency, companies need to evaluate retention tactics such as reward, freedom, flexibility, and identity. Rewards, benefits, sustainable and equal salary will inspire workers to continue for longer time in the corporation. Therefore, suggested that the existence of retention of employees would enhance the performance of organization and further strengthen the association between HRM activities and organizational performance. Retention of employees has arisen as a significant focus in HRM research in recent years, as part of talent management initiatives. Organizations should focus on retention strategies such as reward system, image, and freedom for increase organization performance.

In this journal article employee retention and impact of reward for retaining employees in business industry. (Noor, Nov 2009) Employee retention is vital tool to improve organization performance. Reward is widely mentioned in literature as something company offers to employees in answer to their efforts and results, as well as something that employees want. Rewards are of two types. Rewards may be intrinsic and extrinsic. Reward is what an organization provides to employee in answer to their efforts, so that the workers are inspired for good upcoming behavior.

Extrinsic rewards are those rewards for achieving something is a tangible and measurable reward provided to an employee or person which include such items money, bonuses, other benefits, and job security. Intrinsic rewards which include autonomy, achievement, personal growth, and completion. It is also essential that the rewards provide a positive effect on the employee that will help to reinforce the view of the employee that they are respected.

For satisfying their employee, rewards are the key component because it meets the rudimentary needs as well as helps to reach the advanced level of goals. Earning is the way employees get to know how much they earn by devoting their time, energy, and expertise to a job. Attractive compensation packages are one of the most significant retention factors as they satisfy the financial and material needs and offer the opportunity to be social through the rank and power role of the employee within the company.

Reward management system of an organization will influence the employee's performance and wish to remain employed. Rewards have significant correlation with employee retention which means increase reward packages will be increase employee retention. The finding shows that higher rewards system results in greater retention of workers in the organization.

2.2.5 Career Opportunities

It's a long-term vision in all organization to develop workers and hold respected employees. Human resource management play vigorous role and make a strong polices for betterment of the organization. (Nagarathanam, 2018) Those organizations have thinking their employees an asset they invest to groom their work and give the opportunities to perform well. (Ravi Nagarathanam, 2018)

An organization achievement to hold the employees it's a best practice of human resource management. The priority of organization stimulates the employees through different method, numerous policies and procedure in hiring apply through hiring selecting new employees its difficult procedure for organization accept this to retained old employee's, talented employees never switch time to time. In actual HRM team facing a tough time during this procedure mostly organization thing over deeply and adopt the ways to retain the employees and thing over the future benefits. Some organization bond for longer time of those employees they provide the expensive training. Rewarding and developing the carrier of employees and fulfill the requirement provide the facilities and helping tool, through this the employees give him his output in a better way and work effectively. It's a duty of the firm to maintain an internal environment of the organization because skill employees are marketable in global organization.

Career development symbolizes comprises the success planning development, building of talent consecutively structure, the growth of leadership program, career administration development structure and self-evaluation. HRM practices are main issue of the organization if the HRM failed to implement a proper career development they need to hire invest and provide training and skills of new employees and those employees stay in the organization our not it's also a big task for human resource department. New employees appropriate to their organization and this process sustains a lot of supplementary cost for the organization. These situations create a complication during work everything agonizes for this procedure and interruption due to this practice.

The perseverance of this paper is to categorize the influence of career development practices on employees' retention. Organization facing repeatedly and it's one of the foremost HR practices that deliver chance to employees to develop their personality inside the association.

Moreover, employees continuously required to additional their growth inside the organization through job variation if the organization progresses a successful career expansion arrangement construction for career chance. The employee's promises also will expand organized career management which confidential as a part of the significant element in human resource management applies especially in employees' preservation. Consequently, self-evaluation expansion would upsurge the employee recital in the firm and enhance the expertise in working environment would intensification the employees' retention.

An important resource for organization is human resource to develop and retain employees and their careers through different type of Training and techniques, work on career development and retain the valued employees in corporation for long term these type of organization never bond the employees but provide the best environment and facilitate through facilities and provide the diminish environment and supernumerary of their work hurdles never give him the work load and late sitting issues and but also keep in their mind they are working with company polices and follow the work procedures. (Venkitasamy, 2018) The researcher intended to recognize the influence of career development performs on employees' retaining. This shows that, career expansion has abstemiously affected the employees' retention. These types of practices will regulate the accomplishment of a firm and retain the respected employees when the organization give a significance on HRM practices to keep motivates their employees. Only these types of method to retain employees. Retaining the present respected staff is more important than going through appointment and choosing the new employee and finds the brilliant workers. Human resource management applies that offer opportunity to employees to extend their self-surrounded by the organization. Career expansion exemplifies contains the accomplishment structure of talent management, the enlargement of leadership program, self-assessment is accountable for performing numerous roles such as administration of employment, training and growth, employee welfare, payroll, and finally and most prominently, cumulative the energy level of the employees and progressing the employee morale. These research answers collision up in contradiction of the tenants of many performances.

This research conducted the study describe the human resource practices improve chances of employee retention, supervisory skills in management, work environment strategies to make a supportive employee, better management policies, and how different type of training improve employee's skill in this research they study on micro level of Human resource practices in organization, management holistic approach it donates the viable advantage of the organization. Researches prospective move in three different side and focus on different prospective, they describe the relationship between organization and human resource department. Organizational

strategies and organization practical approach how they retain their employees, those organizations they have a thought their employees are the main assets of the organization, retaining employees and strong strategies human resource department is accurately responsible of all these polices. (Sheikh, 2010)

In this research found the weak supervisory skill, untrained staff managers and non-professional official environment. Employee retention mostly like depends of organization performance multinational organization always very possessive regarding employee's retention. Thousands of studies found managing turnover its huge challenge of that organization. They use different approaches to retain their employee's. Retention ever considered the actual environment of organization and actual module of within the organization it also shows the weak strategies of this organization if employees are not satisfied from environment, they never generate the progress and they never show their assistances in the work. Strong tactics always retain their employees. It also showed the selection of right people for right work these practicing programs keep engage and committed to the company.

The once direction showed that effect of employee retention in an organization and other direction is career development and supervisory support is main focusing point. Formulized and planning efforts those organizations who bond with its employees those organizations must invest on employee's growth and focus on their skill development through training and technical education. Growth opportunities from different organization take a fully attention of employees. It increases the turnover consideration of employees; lack of training and slow promotional standard is main reason of employee turnover.

Another focusing area supervisory support main reason of employee retention also explains the relationship between manager and employees. Supervisor is actual face of the organization. Supervisor support is essential to retention and it told us employees leave the bosses not organization. (Ontario, 2004)

This research paper focus on three different standpoints on the association between Human Resource policies and functioning of organization, organizational retention, and strategies of organization. (Azhar, January 2010) Many studies have shown that turnover reduction is a task, as different firms use dissimilar strategies to retain workers. Retention of workforces would probably also be critical for firm success. When the company cannot retain its staff, it cannot build on the human assets built inside the organization. Retention is viewed as an all-around element of the human resources strategy of an organization. This begins with the hiring of right person to conduct activities to keep them involved and engaging with the company. "Career growth is an ongoing cycle of knowledge acquisitions and skills strengthening the individual's career path".

Career development is a coordinated, formalized program and a structure attempt to strike a balance between employee career needs and the workforce prerequisites of the company. A

business that wishes to reinforce its relationship with its employee must invest in their employees' growth. Career opportunities offered by employers are decreased due to employee turnover plans, as the lack of training and promotional resources was the key motive for high-performing employees to leave the organization. If companies don't provide career opportunities to employees so they leave their jobs.

Other HRM practice also plays an imperative role for retaining employees and the factor of career opportunity is one of them. Career opportunities have significant relationship with workforce retention. The management should concentrate on enhancing HRM activities in order to enhance employee satisfaction for the company.

(Shoib, Nov 2009) In this research paper Retaining employee has become a critical issue in organizations and business sectors. Analyze that HR strategies are Growth opportunity, work life balance, rewards, working condition and manager support impact on worker retention. The result of object that these strategies has positive relationship with employee retention. These strategies are helpful to retain their talented staff. Employee retention is vital problem facing business organizer due to lack of qualified labor, economic development, and turnover of workers. Career growth is a program that is organized, formal and designed to strike a sense of balance between employee career needs and the workforce requirements of the company. A business that wishes to improves its relations with workers needs to invest in their employee growth. Regardless of employee turnover goals, the career opportunities or incentives provided by employers are limited as the lack of preparation and promotional resources was the key reason for high- performance people to exit the business. Career opportunity is essential to the company as well as to the employee. This is a mechanism of mutual benefit, since career growth provides valuable consequences for both associates.

Corporations and businesses need talented workers to sustain a modest superiority and individuals need job chances to improve and expand their skills. Growth opportunities have significant impact on employee retention which means greater the career development in organization improves will be employee retention rate. The research shows that workers feel retained in the company where roles and responsibilities are well established, opportunities to develop regularly, wide functional visibility within the company, and targeted incentives are available. Attracted proposals lead them to remain with their business, and continue to expand. The importance of growth opportunity plays an imperious role for retaining their members.

2.2.6 Participation in Decision Making

In this article employee contribution in making decision in banks. (Daniel, February 2019) One of the main elements that employee should participate in decision of organization. This study finding propose a statistically meaningful connotation between employee engagement in decision making and organization success. Employee participation is seen as a crucial factor in the effective adoption of innovative management approaches and plays a significant role in evaluating the degree of good corporate citizenship behavior. An ability to take part in decision-making helps to build trust and inherent incentives between staff and managers. In this era, Employee participation has become an essential subject in Human Resource Management practices (HRM), and is considered one of key components of employee voice, which numerous management academics have found to be a growing principle in management. Many studies revealed that employee take part in decision making so it will improve organization productivity, efficiency, and performance. The idea of employee participation will be helpful and underline the need for collaboration between employers and employees. Participation of workers in decision making, also mentioned to as Participatory Decision Making, involves mutual decision-making in the job situation. And define it as “combine decision making supervisor or boss and subordinate. Employees’ involvement in decision making helps to increase organizational performance. Participation of employees contribute to organizational performance as it has the potential to increase decision-quality by growing feedback and foster dedication to the results of workplace decision-cycle. Participation of employees has been done to have positive effects on employee morale, engagement, and productivity, and on manager performance. Participatory management should also be an essential method of every private and public organization.

(Khalid, Dec 2018) In this research is to assess the association between employee’s participation types and retention. Employee’s participation plays a vigorous role in every organization. “Participation of employees is a mechanism in which workers take charge of their jobs and its conditions by including their participation in job decision”. Employee participation programs encourage fair opportunities and resources to improve dedication and retention of employees. In this process, staff shares the power of decision-making with their supervisors concerning their tasks. It may be direct and indirect form of work delegation and consultation of workers, workplace associations and joint ownership schemes. Employee participation may be direct and indirect.

In direct participation such as (delegates and consultative participation) and indirect participation such as (worker’s director and worker’s union). Company cares for its workers by giving them the ability to develop their careers and to appreciate their participation (direct or indirect) become workers feel part of company and contributes to improved retention.

Delegates Participation (DP) is defined by degree to which assistants are allowable to monitor their roles and duties to execute.

Consultative participation (CP) is characterized as an affliction of organizational incentives for workers to participate. Subordinate provide managers with feedback in this process before making decision in form of suggestion or recommendation, but manager maintain power over final decision.

The idea of **Workers director (WD)** may be viewed as more efficient retention and productivity of workers, because they are active in top management of company and can affect the interest of management and workforces.

Workers union (WU) works with managing and support them in matters connected to decreased pay or organizational reform.

Employee participation and its types has significantly influence on employee retention. Additionally, compensation greatly moderated the association between categories of employee's participation and worker's retention.

(Sajjad, 2016) In this paper is to investigate the association between HR Practice on retention of workers. Workers participation in decision making plays most significant and valuable tool and will help workers for motivating and retaining their attractive employees. To compete and succeed in this globalized environment, companies need to get maximum benefits from the participation of workers in making decision. Within the literature there are many words and concepts that apply to participation within decision making, such as 'employee involvement', 'employee commitment', 'employee participation' and 'employee empowerment'. These words are exercised in previous studies interchangeably but their meaning applies to the idea of employees' Participation.

Participation in Decision Making promotes employee engagement at all level of an organization to evaluate problem, formulate new approaches and introduce solution". The participation of employees includes the process of exchanging relevant information between manager and staff, creating new ideas and potential alternatives, designing process, and reviewing outcomes to achieve the goals of an organization. Every organization through job analysis, hiring and selecting, training, growth, and balanced compensation plan, spend a lot in its workers. To make use of this investment, the company must try to reduce its employee turnover in every way possible. In this paper was designed to assess association between HRM practice (job review, hiring and selection, appropriate training programs, performance evaluation, knowledge adequacy, supervisory treatment, growth opportunities, compensation and gain, supervisor relation with staff and degree of employees PDM on employee retention. Modern companies often keep workers aware of all the essential matters of their company and include them in decision making at every point that could maximize their employees' aptitudes. Employee participation in decision making helps create a sense of belonging among workers, helping to establish a positive working atmosphere, and helping to develop a vigorous relationship between employee and employer. HRM practice has strong influence on retention of workers.

(Shaed, 2015) In this study Participation in Decision Making was one of effective strategies for achieving successful organizational performance and should therefore be given due importance in organization management. Employees are the biggest commodity in today’s businesses as ever and participation in decision is vital problem at workplace. Participation in decisions as a mechanism for employee participation and administration in sharing information collection, decision-making and problem-solving within an enterprise. Employee contribution in decision making processes as a transfer of power between employer and employee, whether directly or indirectly involved.

PDM promotes manpower participation at all levels of an enterprise to evaluate problem, formulate new approaches and introduce solution. Participation in Decision Making is transfer of authority between manager and staff at the workplace, affecting workers against organizational goals and priorities in decision-making method. The finding showed that gender bias, educational level, work experience, performance of organization, job gratification, job performance, perceived managerial support, organizational support, attitude, psychological control, self-efficacy, preparation, leadership, confidence, motivation, and productivity were variables that had positive association with Contribution in Decision Making. Most results also support PDM’s positive impacts and improvement to employee and organizational outcomes.

2.3 Conceptual Framework: -

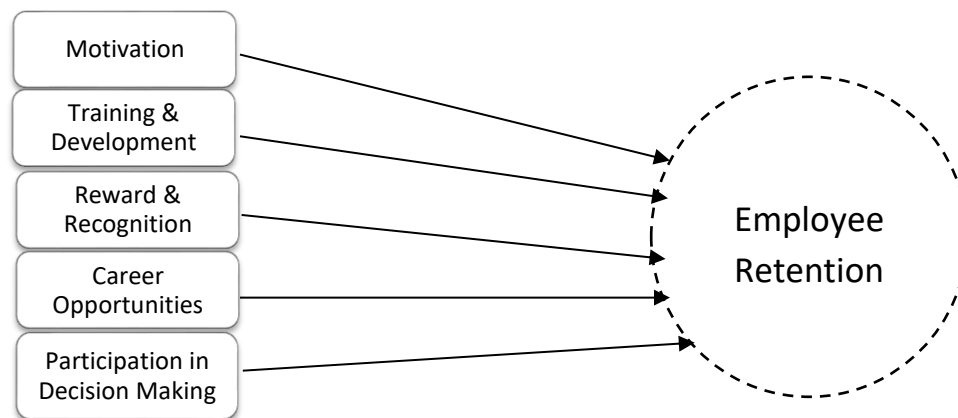


Figure 1 Motivation

Figure 2 Training and Development

Figure 3 Rewards and Recognition

Figure 4 Career Opportunities

Figure 5 Participation in Decision Making

Figure 6 Employee Retention

2.3.1 Explanation of Conceptual Framework

It embodies those models about study demonstrating HRM act and ER of commercial bank of Pakistan (BAHL). Free variables need aid Motivation, Preparation and improvement, Reward and Recognition, Profession chances What's more investment done Choice making (PDM) need aid indicators from claiming human asset administration act while Employee Retention may be dependent variable.

The variables, which firstly separated under two classes to begin with need aid variable dependent, what's more other is autonomous variable. Subordinate variable which may be dependent upon you examine point. It may be that researcher's central concern. An analyst might examine alternately comprehend those liable through consider of subordinate variable also elucidate those variety for free variables.

3. Methodology

3.1 Research Design:

Research design has of three types:

- Exploratory design
- Descriptive design
- Causal design

That exploration configuration from claiming this consider may be spellbinding. Spellbinding examine may be used to portray trademark of a populace alternately wonder continuously examined. It is decisive clinched alongside nature, as contradicted will exploratory.

3.2 Research Method:

The procedure used ahead assemble lion's share of the information also data to the purpose behind settling on benefits of the business decisions. The individual methodology might fuse creation research, interviews, and surveys. Furthermore, diverse examination methodologies Moreover could fuse both accessible also chronicled greater part of the information What's more furthermore quantitative. The individuals examine framework is used inside this inspect will be in perspective for quantitative data.

3.3 Target Population:

Aggregation of individuals to whom we have any desire our scrutinize comes about to apply. That target populace is “the whole amassed of respondents that help those designated situated about criteria” (Burns & Grove, 2015). In this look into the populace which we focused are employees from different extensions of Bank Al Habib Ltd who is at present utilizing portable provision from claiming bank al Habib.

3.4 Data Collection:

Quantitative approach may use to gather information. A questionnaire will be readied for those bank employees. Furthermore, information gathering may be exact. We collected data through online questionnaire from the employees of BAML.

3.5 Data Analysis:

Data analysis contains the data about the template and data analysis obtained for the purpose of this study. The data was gathered from primary source which can be collected from the employees of BAML through online questionnaire. **SPSS** version 22 will figure variables for dependability analysis, spellbinding analysis, regression, correlation, anova.

3.6 Sample Size and Technique:

“A sample is the element of the population from which, we in actually assemble information familiar with illustrate conclusion on the subject of the total”. That example measures of the assembled information in view of 200 respondents. Those test systems will make utilized within exploration may be a non-probability convenience inspecting procedure.

3.7 Research Instrument:

Quantitative technique is used in research plan. We focus on primary data. These scrutinize instrument flying alternately devices are method for gathering information. Without them information might a chance to be unthinkable on set under control. The vast majority as a reliable point instrument flying or device, we utilized to acquiring information will be questionnaire which in view of 200 respondents about separate zones.

3.8 The Research Approach:

The Survey method is the approach of collecting data by questioning people who are believed to have desired knowledge about it. A structured questionnaire list is being created. **Survey method** is applied in this research.

3.9 The Respondent:

The employees of the bank working in **Bank Al Habib Limited**.

3.10 Operationalization of Variables:

Operationalization is the procedure about strictly characterizing variables under measurable elements. The transform characterizes fluffy ideas what's more permits them to a chance to be measured, observationally furthermore quantitatively. For test research, the place interim alternately proportion estimations are used, the scales would normally great characterized furthermore strict. Operationalization also sets down accurate definitions for every variable, expanding the nature of the results, also moving forward that heartiness of the plan.

In the transform of characterizing a term, we also require with ponder how we're setting off with evaluate the idea. The estimations are utilizing in investigate is interim level of estimation furthermore proportion level for estimation.

3.11 Hypothesis

Motivation

Ho: There is no positive impact of Motivation on employee retention.

H1: There is positive impact of Motivation on employee retention.

Training and Development

Ho: There is no positive impact of Training and Development on employee retention.

H1: There is positive impact of Training and Development on employee retention.

Reward and Recognition

Ho: There is no positive impact of Reward and Recognition on employee retention.

H1: There is positive impact of Reward and Recognition on employee retention.

Career Opportunities

Ho: There is no positive impact of Career opportunities on employee retention.

H1: There is positive impact of Career opportunities on employee retention.

Participation in Decision Making

Ho: There is no positive impact of Participation in decision making on employee retention.

H1: There is positive impact of Participation in decision making on employee retention.

3.12 Analytical Tools

Explanatory instruments empower specialists on inspect mind boggling associations the middle of variables. There would differently sorts about explanatory strategies. We will use accompanying systems in our examination.

- Reliability analysis
- Statistical analysis
- Descriptive analysis
- Regression analysis
- Model Summary
- Analysis of variance
- Correlation matrix

3.13 Reliability Analysis

Cronbach's alpha is used to check the reliability of questionnaire and data. Ideal reliability of data is 70% and the value of benchmark is 50%. Cronbach's alpha may be that mossy cup oak regular measure for inward consistency ("reliability"). It may be the vast majority regularly utilized when you have numerous Likert inquiries to a questionnaire that manifestation a scale what's more you request to figure out whether scale is dependable.

3.14 Statistical Analysis

Facts will be those contemplate of the collection, organization, inspection, summarization, manipulation, elucidation what more presentation about quantitative information is. It bargains for constantly on viewpoints of information including the arranging of information gathering as far as the outline about surveys also analyses.

3.15 Descriptive Analysis

Spellbinding detail are used to depict those basic features of the information in an investigation. They finish basic rundowns over those examples and the measures. Together with basic graphics examination they type the premise for especially each quantitative investigation of information.

3.16 Regression Analysis

Replace investigation may be a quantitative investigation strategy which may be utilized when the examiner includes demonstrating and examining a few variables, the place the association incorporates a subordinate variable further more person or all the freer variables.

3.17 Model Summary

The relapse comes about contain three tables what's more of the 'Coefficients' table, be that we cutoff our interest of the 'Model summary' table, which gives data regarding relapse line's capacity will represent the downright variety.

3.18 Correlation Analysis

Connection may be an expression that alludes of the quality of a relationship the middle of two variables. A strong relationship implies that two alternately that's only the tip of the iceberg variables bring a solid association with each other, same time. A feeble alternately low correspondence implies that those variables are barely related. Connection dissection is that procedure of concentrating on the quality of that association with accessible measurable information.

3.19 Software Employed

Clinched alongside past research, examiners broke down information to relapse and relationship examination framework utilizing that **SPSS** modifying framework. Upon understanding indigent also free variables, a few relapse models were used to exhibit that association the middle of indigent also free variables. SPSS might see all during phase toward diagrams, even furthermore outlines.

4. Data Analysis

4.1 Reliability Analysis

Cronbach's alpha: Higher the 'Alpha', more reliable the data and questionnaire.

Table: 1 **Reliability Analysis**

<i>Variables</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
OVERALL	0.906	31
MOT	0.741	6
T&D	0.543	5
R&R	0.49	5
CO	0.539	5
PDM	0.501	5
ER	0.452	5

Interpretation

Since the Cronbach's alpha value may be (**0.906**) which may be higher over its standard esteem which is 70% we might infer that information for this review may be dependable enough for further statistical analysis.

Cronbach's alpha esteem about motivation may be (0.741) which may be path more excellent over its benchmark which may be half we might reason that information about this review is dependable enough for further factual investigation. Since the Cronbach's alpha preparing and improvement esteem will be practically (0.543) which will be more than its benchmark which will be 50%, we might presume that information for this study is dependable enough. The quality of Cronbach's alpha for Reward is approximately 50% which is close to its benchmark which is half we might finish up that information is dependable sufficient to further measurable investigation from claiming this overview. Career improvement Cronbach's alpha will be (0.539) which is more amazing over its benchmark which will be half we might presume that information about this review may be dependable sufficient to further dissect. Quality of investment done choice making (PDM) may be (0.501) which will be very nearly same as its benchmark will be half so we might infer that information from claiming this review will be dependable sufficient for further examine that information. Since those Cronbach's alpha of ER is (0.452) may be minor bring down over the benchmark will be 50%, along these lines we might finish up that information is dependable for further investigation.

4.2 Sample Adequacy Test

Table:2 **KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.829
Bartlett's Test of Approx. Chi-Square Sphericity	607.797
Df	15
Sig.	.000

Interpretation

Since KMO Measure of Sampling Adequacy value is 0.83, which is greater than the benchmark of 0.50 therefore we can say that sample size in this survey is adequate for further statistical analysis or further simple analysis

4.3 Descriptive Analysis

It is the initial step of our analysis, as it offers comprehensive details about each variable's relevance. For this analysis it displays the average and standard deviation of several variables. Furthermore, concise analysis reveals highest and lowest values of variables that help the understanding of an image of these values obtained by a variable.

4.3.1 Maximum and Minimum

Maximum and minimum are the uppermost and base values of arrangements in the recent sample.

4.3.2 Mean

Mean is the average value, calculated by sum up the values and dividing by the number of observations.

4.3.3 Standard Deviation

Standard deviation is a measure of dissipating or spread in the game plans. Those more terrific the standard deviation quality show bigger spread to information.

4.3.4 Skewness

Skewness gives a measure of how symmetric the interpretations are about the mean.

- Lower than -1 and larger than +1 is highly skewed.
- Between -1 and 0.5 and +0.5 and +1 shows moderately skewed.
- Between -0.5 and 0.5 demonstrate approximately symmetric distribution.

4.3.5 Kurtosis

Kurtosis demonstrates how evenness of the conveyance about information is, If, Kurtosis is more amazing over 3 the conveyance demonstrates topped what's more assuming that Kurtosis lower than 3 over the circulation reveals to lighter top. Kurtosis to that normal distribution is 0.

Table:3 **Descriptive Statistics**

	N	Min	Max	Me an	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error	Statistic	Std Error
Employee Retention	200	1.00	5.00	1.975	.7857	1.613	.172	4.207	.342
Motivation	200	1.00	5.00	2.245	.8652	.537	.172	.201	.342
Training & Development	200	1.00	5.00	1.830	.7836	1.132	.172	2.221	.342
Reward & Recognition	200	1.00	5.00	1.975	.8764	1.496	.172	3.e00	.342
Career Opportunities	200	1.00	5.00	1.815	.8024	.996	.172	1.193	.342
Participation in Decision Making	200	1.00	5.00	1.820	.7814	1.157	.172	2.322	.342

Valid N **200**
(listwise)

Interpretation

Mean value of ER will be 1.98 it indicates the minimum value is 1 and maximum value is 5 standard deviation indicates the variety about information which is .78, skewness figures indicates the curve is positively skewed and esteem of kurtosis may be bigger over 3 so those state of the curve is looking into most noteworthy peaked.

Mean quality about motivation will be 2.25 it indicates the least esteem will be 1 and greatest worth will be 5 standard deviation demonstrates those variety is information which will be .87 skewness figures indicate the curve may be positively skewed and kurtosis indicates the bend is with respect to least topped.

Those table speaking to mean quality of preparing will be 1.83 it indicates the base quality may be 1 furthermore most extreme worth is 5, furthermore standard deviation may be .78 skewness figures indicate the curve is positively skewed, kurtosis indicates the bend may be lighter tail.

The quality of intend for reward is 1.98 the greatest also least qualities would 1 and 5 individually. There may be difference for .88. On worth of prize and recognition, skewness figures show this curve is positively skewed, what's more quality of kurtosis may be more amazing over 3 that indicate the state of bend may be peaked.

This table speak to math mean of vocation improvement esteem may be 1.82 it indicates the least quality may be 1 what's greatest esteem may be 5 standard deviation indicates the variety will be information which will be .80 skewness figures indicate the bend will be positively skewness, kurtosis illustrations the curve is looking into least topped.

The cooperation previously, choice making mean quality will be 1.82 it illustrates the least esteem may be 1 what's greatest quality may be 5 standard deviation indicates the variety will be information which is .78 skewness figures indicate the curve will be positively skewed, kurtosis indicates the curve will be around lighter tail.

4.4 Overall Model Summary

Table:4 **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.554 ^a	.307	.289	.66257	1.876

a. Predictors: (Constant), Participation in Decision Making, Reward & Recognition, Motivation, Training & Development, Career Opportunities

b. Dependent Variable: Employee Retention

Interpretation

R-value demonstrates simple correlation while R-square shows how much a dependent variable can explain through independent variables.

R-square measures goodness of fit test is 0.31. Further, the quality for may be almost 0.554 which intends general quality from claiming relationship will be truly solid.

4.5 Regression Analysis

Table:7 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	.653	.152		4.303	.000
	Motivation	.226	.068	.249	3.342	.001
	Training & Development	.190	.095	.189	1.999	.047
	Reward & Recognition	.079	.067	.088	1.166	.245
	Career Opportunities	.058	.107	.059	.542	.588
	Participation in Decision Making	.114	.119	.113	.956	.340

a. Dependent Variable: Employee Retention

4.5.1 Regression Equation:

$$ER = 0.653 + 0.226M + 0.190TD + 0.079RR + 0.058CO + 0.114PDM$$

T-stats (4.303) (3.342) (1.999) (1.166) (0.542) (0.956)

R-squared = 0.31 DW stats: 1.876

S.E of Regression = 0.66

$$H_0 = \mu ER = \mu M = \mu TD = \mu RR = \mu CO = \mu PDM$$

H_a = At least two of them are not equal.

Interpretation

Since the T-stats of both independent variables (MOT and TD) are 3.342 and 1.999 which is greater than the value of benchmark is 1.65 but three values RR, CO and PDM are 1.166, 0.542 and 0.956 which is less than its benchmark. Therefore, the Regression Coefficient is **statistically significant**. F-Statistics value is 17.180 which illustrate that our model is good fitted because P-value is less than 5%. R-Squared measures goodness of fit value is 0.31. And DW-Stats value is 1.88 which is greater than the value of benchmark is 1.65 means there is no auto-correlation in this regression model. Overall, we conclude that **Regression model is statistically significant**.

4.6 Correlation Analysis

Table:8 Correlations

		Employee Retention	Motivation	Training and Development	Reward and Recognition	Career Opportunities	Participation in Decision Making
Employee Retention	Pearson Correlation	1	.445**	.450**	.378**	.423**	.467**
	Sig. (2-tailed)		0	0	0	0	0
	N	200	200	200	200	200	200
Motivation	Pearson Correlation	.445**	1	.388**	.518**	.377**	.489**
	Sig. (2-tailed)	0		0	0	0	0
	N	200	200	200	200	200	200
Training & Development	Pearson Correlation	.450**	.388**	1	.418**	.717**	.754**
	Sig. (2-tailed)	0	0		0	0	0
	N	200	200	200	200	200	200
Reward & Recognition	Pearson Correlation	.378**	.518**	.418**	1	.486**	.478**
	Sig. (2-tailed)	0	0	0		0	0
	N	200	200	200	200	200	200
Career Opportunities	Pearson Correlation	.423**	.377**	.717**	.486**	1	.812**
	Sig. (2-tailed)	0	0	0	0		0
	N	200	200	200	200	200	200
Participation in	Pearson Correlation	.467**	.489**	.754**	.478**	.812**	1

Decision Making	Sig. (2-tailed)	0	0	0	0	0	
	N	200	200	200	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed)

Interpretation (Two tailed)

Employee Retention:

Employee Retention is statistically significant with all variables. ER indicates positive relationship with motivation, ER show direct association with Training and development, ER shows positive relationship with reward and recognition, ER indicates positive relationship with career development and ER shows positive relationship with participation in decision making at two tailed.

Motivation:

Motivation is significant statistically with all variables. Motivation shows positive relationship with ER, Motivation show direct relationship with Training and Development, Motivation shows positive association with reward, Motivation shows direct relationship with career development and Motivation shows positive association with participation in decision making at two tailed.

Training and Development:

Training and Development is significant with all variables. Training and Development shows direct relationship with ER, Training and Development show positive association with Motivation, Training and Growth shows positive relationship with reward and recognition, Training indicate positive relationship with career development and Training and Development shows direct relationship with participation in decision making at two tailed.

Reward and Recognition:

Reward and Recognition is statistically significant with all variables. Reward and Recognition shows direct link with ER, Reward and Recognition show positive relationship with Motivation, Reward shows direct relationship with training and development, Reward and Appreciation shows positive relationship with career development and Reward and Appreciation shows direct relationship with participation in decision making.

Career Opportunities:

Career Opportunities is statistically significant with all variables. Career Opportunities shows direct relationship with ER, Career Opportunities show positive relationship with Motivation, Career Growth shows positive relationship with training, Career Opportunities shows positive association with reward and recognition and Career Development shows direct relationship with participation in decision making.

Participation in Decision Making:

Participation in Decision Making is significant with all variables. Participation in decision making shows direct relationship with ER, PDM show direct relationship with Motivation, Involvement in decision making shows positive relationship with training and development, Engagement in decision making shows positive association with reward and recognition and PDM shows direct association with career development at two tailed.

4.7 Discussion on Results

This section interprets and discusses the findings, presented in this chapter 4.

4.7.1 Reliability Analysis

Cronbach's Alpha overall value is 0.906, (91%) which is higher than its standard value which is 70% we may culminate that data of survey is reliable enough for further statistical analysis. All other variables outcome indicates good reliability and high level of internal consistency and scale.

4.7.2 Regression Analysis

Table 7 embodies the result of regression analysis. This statistical model can be verified by coefficient, R-square, adjusted R square, Probability-value, F-statistics, and Durbin Watson statistics. The test runs through SPSS.

This table denotes, Motivation and training and development is significant. Moreover, our model is capturing 28.9% variation of independent variable because its adjusted R-square is 0.289. The significance level of our model is strong because F statistics value is 17.180 and P-value is less than 0.05 (5%). Durbin Watson value is 1.88, there is no autocorrelation in this model that we can rely on this model. The regression coefficient shows a positive sign which means that motivation and training has significant positive link with ER while Reward, Career Opportunities and PDM has insignificant relation because probability value of these variables are larger than 0.05. At this point we have 5 variables out of which 2 is positively significant and 3 are insignificantly related. Likewise, we can see that R-square is 0.307 and the adjusted

R-square is 0.289 which means that model is capturing 28.9% variation from independent variable.

5. Conclusion and Recommendations

5.1 Conclusion

The outcomes of the examination recommend that (HRM) Practices upgraded than a marvelous future for Pakistan Bank. Any organization's quality growth and success demand engagement from its employees. Evaluating the factors that influence staff retention in Pakistani organizations not only promotes Human Resource Management also helps workers navigate their careers. HRM is regarded as the organization's main driving force which not only enhances the individual productivity but also provides the organization with competitive advantage. Employees are the organization's valuable assets. Retaining employee is crucial and dependent variable. Employee retention is essential factor for every organizations or businesses. Literature review provides a strong indication of the association between the variables tested and employee retention. Empirical analysis found that in order to do a better job of retaining workers, companies should consider the reasons that drive employees to remain and encourage steps to retain productive employees because of tremendous cost associated with employee turnover. To test the relationships, we choose ER as dependent variable, and MOT, TD, RR, CO and PDM as independent. The data was evaluated by using regression model on ER used for purpose of analysis, SPSS. First, our experimental consequences indicate that association of MOT and TD is statistically significant. Its illustrations that core task of bank is to motivate and train their employees for better organizational performance. Secondly, we found that RR, CO and PDM is insignificant association with Employee Retention because probability values of these independent variables is greater than 0.05. Furthermore, R-square is 0.307 and the adjusted R square is 0.28.9 means that our model is capturing 28.9% variation from independent variable.

5.2 Recommendations

Employees are lifeline of an organization. The retention of workers is the banking industry's primary concern. Human resources are also relevant in today's environment are monetary assets, technology etc. Organizations must also consider the human capital as they are very critical for organizational development. Aspects and metrics pointed out in this investigate are supportive in designing retention policy. The same procedure can be continuous in Pakistan with a greater sample size and in specific geographic sites. It will enhance and enrich the understanding of association among the variables available. This study shows that there is a strong association among employees' retention and independent variables in this research.

Banking is seen as the rising industry and facing many challenges and threats. Banks need to formulate control and monitoring systems to ensure that laws, legislation, and regulation are followed. To produce better outcomes and improve the policies, processes, and procedure, it took lively knowledgeable people continually to enforce and practice strategies. That generates the need to maintain the vital resources of organization. It will help researchers perform research on subject to find out more factors to impacting retention of employees and give feedback to the company to focus on those factors to ensure empowered and motivated workforce to face the tasks and challenges of potential competition. Such work will help the company develop an organization's reputation for learning: it would become a favorite organization for working citizens.

And the results of research show that motivation, training and growth, rewards system are important indicators that influence the retention of employees with organization should be focused and try to recover them. This study also recommends that future studies be directed toward examining how variables such as organizational engagement, supervisory support, job satisfaction and working climate can impact the retention of staff and broaden the reach to include other banking industries in Pakistan.

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