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Contents

Editorial

You are holding the first issue of 2020 of the Journal of HRM Perspectives (JHRMP) published by the Standing Committee on Applied Research and Knowledge Centre of the Chartered Institute of Personnel Management Sri Lanka, Inc. It gives me immense pleasure in writing this message as the Editor-in-Chief. Management thoughts are growing exponentially in this globalized business environment. While appreciating the past success of 'HRM Perspectives' we would also recognize that today's accelerating pace of change is putting pressure on our organizations to be at the forefront of HR management thinking since every organization runs with people. HRM Perspectives is a peer-reviewed bi-annual journal that provides a platform to researchers, academicians, professionals, and students in all areas of Human Resource Management to share research achievements, their perspectives, and practical experiences.

This issue of Journal of HRM Perspectives throws light on the various areas of Human Resource Management and showcases and consists total number of five papers. Moreover, we have given an opportunity for our own students and members of the CIPM to use this journal as a platform to publish their own research findings. We are glad to say both members and the students made 100% contribution to the journal and the contributors of the journal are combination of both academics and HR professionals from the industry. The changes made with regard to the appearance and the contents and composition of the journal from this year in order to adhere the international journal standards. Our efforts will continue to explore broader horizons of knowledge and for that we want the cooperation from all of you by submitting your scientific papers online. As Editor of "Journal of HRM Perspectives (JHRMP)" I anticipate that this issue would be of immense value and will be definitely useful to both HR Professionals and academics in their practice or thinking process. This collection will also offer a window for new perspectives and directions in the area of HRM the readers' mind for long. To achieve progress and to meet objectives we have to cross numerous milestones.

We look forward to develop JHRMP into its fullest potential and request researchers who are associated with research on Human Resource Management to contribute research articles in the form of original research, case reports, and reviews for consideration of publication in the future volumes of the Journal of HRM Perspectives. It is planned to submit the new journal to National Science Foundation, Sri Lanka to obtain Sri Lanka Journal online indexing service.

We welcome any suggestions for improvement in the Journal.

Wish you happy reading!

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Relationship between High Performance Work Practices and Job Satisfaction: Mediation Effect of Employee Motivation (Evidence from a Leading Export Apparel Firm in Sri Lanka)

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Abstract: The extent literature on high performance work practices in human resource management have mainly focused on the strategic level, with little research exploring employee experienced HPWPs and their relationship with job satisfaction. High performance work practices considered to result in higher levels of employee motivation leading to increased job satisfaction and retention. In consistent with this stream of research, this study aims to find the relationship between high performance work practices and job satisfaction via mediation of employee motivation. For this purpose, data was collected through a five-point Likert scale measurement survey questionnaire from a sample of 108 employees of ABC company, a leading organization in the export apparel industry in Sri Lanka. Correlation coefficient and Sobel test were applied to identify the relationships and mediating effect between variables. The findings reveal a positive relationship between high performance work practices and job satisfaction and moreover that positive relationship is partially mediated by employee motivation. The research contributes to the literature by providing a differentiated insight into the relationship between HPWPs and job satisfaction. Theoretical & managerial implications along with limitations and recommendations for future research have also been discussed in this paper.

Introduction

Today, the environment that we live is rapidly changing, especially for businesses. Due to the uncertainty of the economic environment, organizations are experiencing massive changes in the demand for the products and services they provide and are under pressure to improve performance in order to achieve organizational goals and objectives. This has increased the need for organizations to not only improve the way they deliver services, but also to examine their practices, organizational mission and goals, performance objectives, and performance measures (Begum & Mohamed, 2016).

To cope up with this rapid growth and competition, it is important that organizations retain the talents within the organizations. Retaining a large number of talented employees within an organization will provide an important source of competitive edge for an organization (Mahmood & Zafar, 2016). Given that, employee retention is one of the much-debated topics and identifying the reasons for employee turnover and implementing the necessary policies to retain employees have become crucial. Researchers have found that employees leave their jobs mainly because they are not happy with the job content and conditions at their work places.

Main factors categorized in job content are job autonomy, responsibility, recognition and lack of task routinize which are lead to employee motivation (Jegede & Ola-Olorun, 2017). Motivation is an important factor for labor turnover. Kweller (1998); Stum (1998) and Cheng & Brown (1998) explain that motivated employees' employee turnover is less than demotivated employees'.

This will lead to the assumption that employees would stay in their jobs if they are satisfied with the contents and the conditions of their jobs. To be satisfied with ones' job at the end of the day, that person should be motivated to perform on the job. The organizations need to identify the factors & practices that will make employees motivated at work place which will eventually result in job satisfaction.

Job Satisfaction

Job satisfaction refers to a person's feeling of satisfaction on the job. Satisfaction does mean the simple feeling state accompanying the attainment by an impulse of its objective. Researchers differently described the factors contributing the job satisfaction and the job dissatisfaction. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal or one's job or job experience (Locke,1976) Job satisfaction is the amount of pleasure or contentment associated with a job. If you like job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction (Andrew J. DuBrins,1991). Job satisfaction will be defined as the amount of overall positive effect or feelings that individuals have towards their jobs(Fieldman & Arnold, 1983).

Various studies have been conducted to find out the factors which determine job satisfaction. Job satisfaction is the mental feeling of favorableness which an individual has about his job. It is often said that *"happy employee is a productive employee."* Job satisfaction is very important because most of the people spend a major portion of their life at their working place.

Employee Motivation

Motivation is the inner state that energizes channels and sustains human behavior. An employee contributes to achieving organizational goals only if he/she is motivated. The word motivation is derived from the word motive. A motive can be identified by studying employee expectation and needs. Most of the time there is a stimulus behind the word motivation. According to Michel J. Jucius (2010), motivation is the act of stimulating someone or oneself to get a desired action, to push the right button to get a desired course of action. This definition simply elaborates persuading someone to achieve a goal.

The goal achievement and survival of the organization heavily depends on the motivation level of the employees. Therefore, the management of the organization needs to correctly identify as to what should be provided the employees to increase their current working level. The management of the organization needs to provide the right motivational factor to the employees, in order to achieve organizational goals within a timeframe. Considering the significance of the motivation, it ensures better utilization of resources, reduces wastage, minimizes problems like labor turnover, absenteeism and grievances, improves cooperation and team spirit, and lessens conflicts and misunderstandings between employer and employee whilst increasing skills among employees.

High Performance Work Practices

Although there is no single definition of HPWPs, there seems to be agreement among several scholars that HPWPs require the involvement of employees, managers and employers to encourage communication and trust between them (Kirkman et al., 1999 as cited in Refalo,1999).

Human resource practices that SHRM theorists consider performance enhancing are known as high-performance work practices (Huselid, 1995). HPWPs include, for example, incentive compensation, training, employee participation, selectivity, and flexible work arrangements (Huselid, 1995; Pfeffer, 1998). SHRM theory asserts that these practices increase employees' knowledge, skills, and abilities (KSAs), empower employees to leverage their KSAs for organizational benefit, and increase their motivation to do so (Becker & Huselid, 1998; Delery & Shaw, 2001). The result is greater job satisfaction, lower employee turnover, higher productivity, and better decision making, all of which help improve organizational performance (Becker, Huselid, Pickus, & Spratt, 1997). HPWPs also operate through organizations' internal social structures to increase flexibility and efficiency (Evans & Davis, 2005).

Problem of the Study

In the current competitive business world, employee turnover has been a major problem for many organizations as it has directly influenced on the smooth flow of organizational day-today operations. Turnover remains one of the most troubling issues for apparel sector (Weerawansa et al. 2012 as cited in Amarathunge 2016). The costs of labor turnover are quite significant and understood. According to Schlesinger and Heskett (1991) as cited in Amarathunge (2016), the cost of employee turnover to for-profit organizations" has been estimated to be up to 150 per cent of the employees" remuneration package. Dheerasinghe (2009) as cited in Liyanage and Galhena (2014), pointed out the major problem the garment industry is facing is the problems in developing and maintaining the required manpower.

The targeted medium scale organization in the export apparel sector located at the export processing zone in Biyagama Sri Lanka, is experiencing diminished job satisfaction of its employees and as a symptom facing high labor turnover. The company statistics as below urges the importance of increasing the job satisfaction of employees and through that reducing the labor turnover.

This research attempts to identify the relationship between HPWPs and job satisfaction with the mediating effect of motivation between those two variables and through the outcome of the research to support the organization to strengthen the HPWPs and reduce labor turnover. With that being the aim, following secondary objectives were established.

Objectives of the Study

- To identify the relationship between high performance work practices and job satisfaction in ABC Company.
- To identify relationship between HPWPs and employee motivation in ABC Company.
- To identify relationship between employee motivation and job satisfaction in ABC Company.
- To identify the mediating effect of employee motivation between HPWPs and Job Satisfaction in ABC Company.

Table 1: Labor Turnover Summary of Past Three Years

Year	Employees Left during the Year	Average Number of Employees	Turnover Rate
2016	12	102	11.21%
2017	10	108	9.26%
2018	13	113	11.50%

Source: Company Reports, 2018

Literature Review

Job Satisfaction

Job satisfaction has remained a remarkable area of discussion in the field of management, psychology and especially in organizational behavior and human resource management, for a long period. Many economists have paid attention and inclination towards this subject in recent years (Kosteas, 2009). According to Ramayah, Jantan, and Tadisina (2001), Job satisfaction explains how employees are motivated to come to work and how they get enforced to perform their jobs.

Other researchers narrate job satisfaction as being the outcome of the worker's appraisal of extent to which the work environment fulfillment the individual's needs (Dawis & Lofquist, 1984). According to Locke (1969), job satisfaction is a state of emotional gladness, results from the achievement of the goals that one gets through performing his part of contribution for his job inside an organization.

Rao (2005) in his study discussed that satisfaction at the job for an employee acts as a motivation to work. Also according to Rao (2005) motivation leads people to their job satisfaction. It is not only self-satisfaction and identity pleasure, but also a blend of psychological and environmental effect of the people for their happiness with their work (Khan, 2006).

When considering models pertaining to job satisfaction, few popular theories are found. Affect theory is among the most popular in this context. Locke (1976) has also provided some views related to this concept. According to this theory, satisfaction may be determined as an inconsistency between the expectation an employee has in in a job vs what he / she receives from the job. This theory also emphasizes on the significance of autonomy in making an employee satisfied in his/ her job. More the employee values autonomy, more he/she will be satisfied with greater autonomy he/she is provided with.

Another theory that related to job satisfaction is equity theory. It proposed how an individual perceives fairness in regard to work relationships. The fairness is perceived based on the ration between the amount of input (things gained) from a relationship compared to the output (things given). Then this ratio is compared to the ratio of other individuals (within and outside the organizations). This, in turn, results into the same individuals' perception as to whether or not he / she has an equitable relationship. According to this theory, an individual employee will be distressed and dissatisfied, if his/her ration and the same of others are not equitable (Adams, 1965).

Employee Motivation

The term 'motivation' is derived from the Latin term movere, which means "to move" (Baron, Henley, McGibbon & McCarthy, 2002). Schultz and Schultz (1998) regard motivation as simply the personal and workplace characteristics that explain why people behave the way that they do on the job. Work characteristics in this regard refer to specific characteristics of a person's job, such as its task variety, whereas personal characteristics include those determined by a person's personality, such as an intrinsic need for achievement. Emphasis on either intrinsic motivation (by, for example, Gouws, 1995) or goal or reward-driven behaviour (by, for example, Beach, 1980) has also been noted.

There are no shortages of motivation/ job satisfaction theories that managers can use to motivate and retain their employees and these theories are really useful to apply to monitoring the motivation level of employees in the organization. Motivational theories can be divided into two categories namely Content theories and Process theories. Content theory enables to identify specific factors that encourage and motivate people. There are four theories included in the content part they are being Maslow's hierarchy of needs, Herzberg's two factor theory, McClelland's PAA needs and Alderfer's ERG (existence, relatedness, growth) theory.

The other category of motivation is the Process theory. This enables to identify the aspect of motivation. These theories address the whole process and answer how a person gets motivated rather than explaining what factors really motivate a person. There are some theories under the process theory namely Vroom's expectancy theory and Adam's equity theory. For this current research, content theory category is considered as relevant as it attempts to identify the HPWPs that motivate employees which will lead to satisfaction.

High Performance Work Practices

A growing area in management systems and HR practices focus specifically on enhancing work performance - 'high performance work practices' (HPWPs). As per OECD, organizations that adopt and implement such practices are considered as high-performance work organizations (HPWOs).

These practices are introduced in line with an organization's strategic objectives to align the output of the workforce with the objectives of the organization.

HPWPs operate by (a) increasing employees' knowledge, skills, and abilities (KSAs), (b) empowering employees to act and (c)motivating them to do so (Becker & Huselid,1998; Beckeretal.,1997; Delery & Shaw,2001; Huselid,1995).

Gamage (2014) examined the influence of human resource management practices on organizational commitment of star class hotels of Sri Lanka. The results have revealed that the HR practices have an influence on employees' motivation and commitment.

Gamage (2013) has proved that high performance work practices improve the employees' organizational citizenship behavior via organizational justice and commitment.

Kruse (1993) examined the impact of the practice 'profit sharing' and found that it resulted in 3-5% increase in productivity. Kaufman (1992) studied the impact of gain sharing on productivity and the

results indicated a 15% increase in productivity over three years.

For this current research, widely studied five dimensions of HPWPs have considered. They are profit sharing, flexible work options, empowerment, recognition and team work. Few of many empirical studies that have examined these dimensions are shown below.

Table 2: Summary of empirical studies which examined the five dimensions of HPWPs

HPWP	Author/s
Profit Sharing	Kruse (1993), Kaufman (1992), Cooke (1994)
Flexible work options	Mungania et al. (2016), Ahmad et al. (2013), Mulay (2017)
Recognition	Ferreira et al., (2012), Lepak et al. (2006), Wickramasinghe and Gamage (2011)
Empowerment	Gamage (2013), Guest et al. (2004),Hartog and Verburg (2004), Huselid (1995), Huselid and Becker (1997), Kling (1995), Lee and Bang (2012), Lepak et al. (2006), Shih et al. (2006), Wickramasinghe and Gamage (2011)
Team work	Batt (2002), Ferreira et al. (2012), Guest et al. (2004),Hartog and Verburg (2004), Huselid (1995), Lee and Bang (2012), Leggat et al. (2011), Lepak et al. (2006), Mihail et al. (2013), Wickramasinghe and Gamage (2011)

Source: Authors, 2018

Table 3: Summary of Literature for the Relationship between Motivation & Job Satisfaction

Study	Author/s	Factors/ Dimensions/Practices Tested	Findings/ Conclusion
Job Satisfaction and Employee Motivation: An Empirical Study of Sri Lankan Organizations	Velnampy (2009)	financial remuneration, fringe benefits, appreciation, promotion, participation in decision making, responsibility, challenging job & supervision	There is a positive relationship between Job Satisfaction and motivation
The contribution of motivation to job satisfaction: A survey of technological educational Institute employees of western Greece	Georgios et al., (2018)	Salary, promotions, rewards, working conditions, supervision, nature of work & communication	There is a positive impact of motivation on the job satisfaction

Source: Authors, 2018

Table 4: Summary of Literature for the Relationship between HPWPs & Job Satisfaction

Study	Author/s	Practices tested	Findings/ Conclusion
High-Performance Work Practices and Job Satisfaction: Gender's Moderating Role	Brinck et al., 2010	Compensation, job security, employee involvement, promotion & career development, job content, autonomy and work teams	There is a positive relationship between HPWPs and job satisfaction and gender partially acts as a moderator in the relationships between HPWPs and job satisfaction
Impact of High Performance Work Practices on Employee Loyalty and Financial Performance through Mediation of Employee Satisfaction: An Empirical Evidence from the Financial Sector of Pakistan	Hassan et al., (2013)	Training, empowerment and rewards	All the three independent variables (Training , empowerment and rewards) are positively related to employee satisfaction.

Source: Authors, 2018

Table 5: Summary of Literature for the Relationship between HPWPs & Motivation

Study	Author/s	Variables/ Dimensions Tested	Conclusions/ Findings
Impact of high performance work practices system on motivation	Naqvi & Nadeem (2011)	Employment Security, Selectivity in recruiting, high wages, incentive pay based on performance appraisal, employee ownership, information sharing, participation, empowerment, self – managed teams, training & skill development, reduced status distinctions & barriers, job design and measurement	These practices turned out to be positively and significantly related with employees' motivation.

Study	Author/s	Variables/ Dimensions Tested	Conclusions/ Findings
High performance work practices and organizational citizenship behavior: The mediating role of organizational justice and organizational commitment	Gamage (2013)	HPWPs, Organizational performance	There is a relationship between HPWPs and organizational performance

Source: Authors, 2018

Table 6: Summary of literature for the relationship between HPWPs & JS via motivation

Study	Author/s	Variables/ Dimensions Tested	Conclusions/ Findings
High-performance work practices and hotel employee performance: The mediation of work engagement	Karatepe (2015)	Training, empowerment and rewards	HPWPs effects job performance and work engagement act as a mediator
Employee Experienced HPWPs and Job Performance: Roles of Person-Job Fit and Intrinsic Motivation'	Longzeng et al., (2011)		HPWPs positively influence individual job performance. This relationship was found to be fully mediated by person-job fit and intrinsic motivation.

Source: Authors, 2018

Conceptual Framework

The independent variable of the study is High performance work practices. This has been measured using five dimensions which are identified as widely measured in past researches. The five dimensions are namely profit sharing, flexible work options, recognition, empowerment & team work. The dependent variable of the study is job satisfaction. Also, there is another variable which acts as a mediator and that is employee motivation.
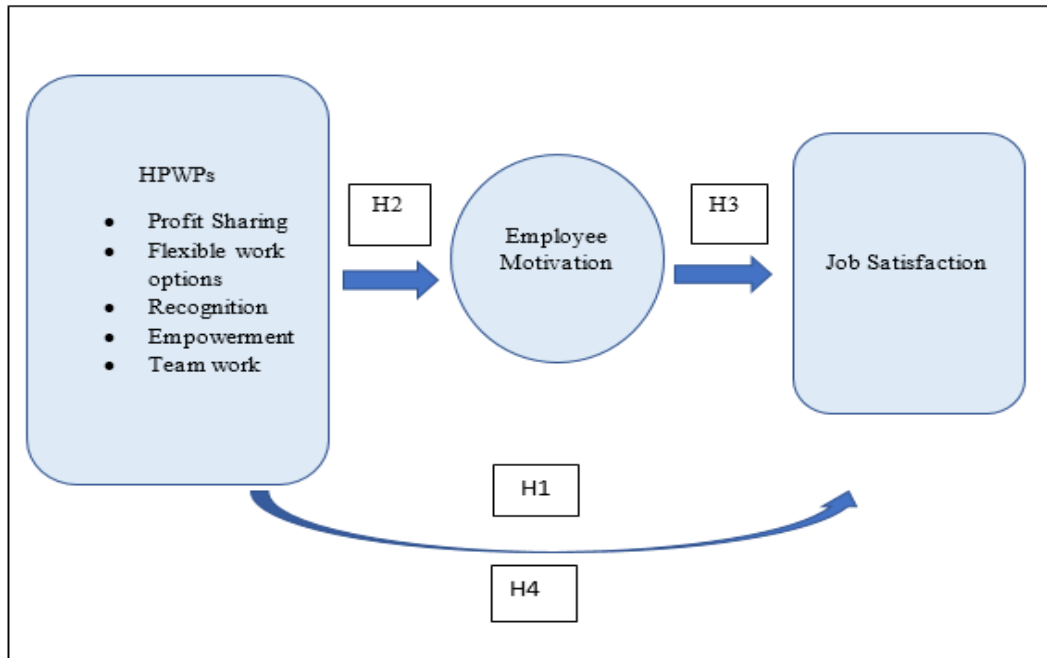
Figure 01: Conceptual Framework
Source: Authors, 2018

Development of Hypotheses

The hypotheses are derived through the conceptual framework, the hypotheses are designed in a way that would answer the research questions and meet the objectives of the research. Through the hypotheses, the researcher attempted to find whether there is a positive relationship between the variables with the justification that if hypotheses are accepted then the relationships are positive and otherwise if rejected. Five sub hypotheses each are developed under H1 and H2 to get a more comprehensive testing of five dimensions of the high-performance work practices.

H1: High Performance work practices have a positive relationship with job satisfaction.

H2: There is a positive relationship between high performance work practices and employee motivation.

H3: There is a positive relationship between Employee motivation and job Satisfaction.

H4: The positive relationship of HPWPs with job Satisfaction is mediated by employee motivation.

Research Design

The study used descriptive survey design in order to describe the situation as it was in the natural setting yielding maximum information with minimal expenditure of effort, time and money (Kothari,1995 as cited in Waithaka, 2013) The method was chosen since it was more precise and accurate since it involved` description of events in a carefully planned way (Kothari,1995) This research design also portrayed the characteristics of a population fully and attempted to describe such things as possible behavior, attitudes and characteristics. The unit of analysis of

this research is identified as individuals. This research is conducted during a specific time frame so the cross-sectional time horizon is used.

Population and Sample

For this study, finance, HR, Design and Engineering people employed at the target organization which is located in Biyagama EPZ Sri Lanka were identified as the target population. A total of 150 people was considered as target population with the described selection. Based on (Krejcie and Morgan, 1970) table for determining sample size, for a given population of 150, a sample size of 108 respondents was appropriate to adequately represent a cross-section of the population at 95% confidence level. Simple random sampling was then used to select the samples in order to ensure that the sample selected was a representative of the population and thus the findings could be generalized.

Data Analysis

Questionnaire utilized as a part of this research is accounted as the research instrument. The expected sample population was 108 respondents of which 60 successfully completed and returned for analysis. This was a representation of 56% of the total respondents which was fairly good for the study analysis as it represents more than 50%. The data collected was analyzed using descriptive and inferential statistical methods using SPSS 25 for each variable and the results were presented in tables & graphs and discussed accordingly. Baron & Kenny's method and Sobel test were used to examine the mediation effect.

Association between HPWPs and Job Satisfaction

A scatter plot is drawn to see the association between the independent variable and dependent variable.
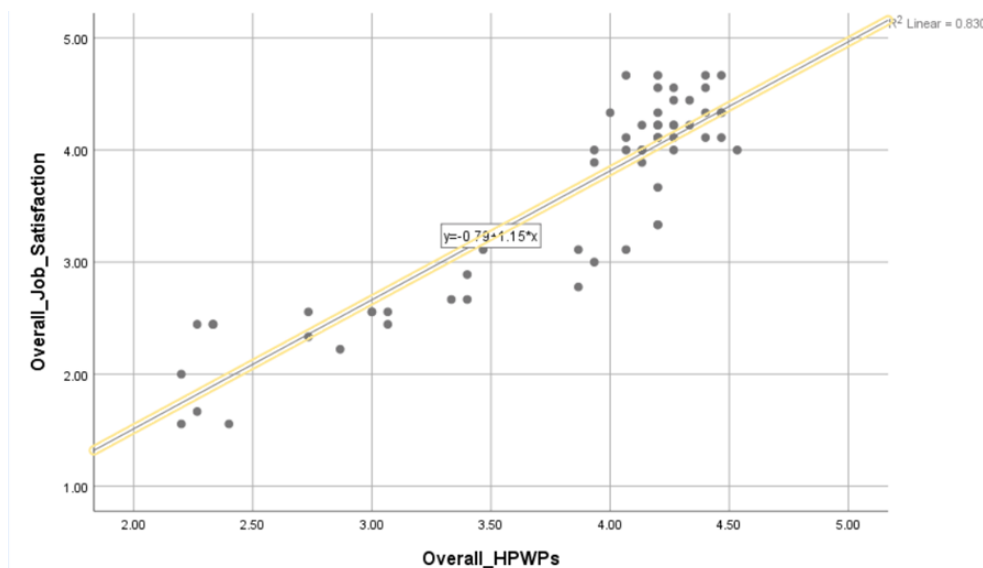
Figure 2: Association between HPWPs & Job Satisfaction
Source: Analyzed data, 2018

When the level of fondness for HPWPs increases satisfaction level of the job increases. Therefore, it gave an intuition that there is a positive association between the two variables – HPWPs and job satisfaction

R square (linear) of 83% implies that approximately 83% of the observed variation can be explained by the fitted regression model.

To verify the positive association between the above two variables, the non-parametric test – Spearman's rho was conducted.

Table 7: Correlation between HPWPs & Job Satisfaction

			HPWPs	Job_Satisfaction
Spearman's rho	HPWPs	Correlation Coefficient	1.000	.826[**]
		Sig. (1-tailed)	.	.000
		N	60	60
	Job_Satisfaction	Correlation Coefficient	.826[**]	1.000
		Sig. (1-tailed)	.000	.
		N	60	60

**. Correlation is significant at the 0.01 level (1-tailed).

Source: Analyzed data, 2018

According to table 7, Spearman's rho test results in a 0.826 of correlation coefficient, p<0.01, depicts that there is a large positive association between the two variables

The resulting of large positive association between the overall HPWPs and overall Job Satisfaction, we can conclude that there is a positive relationship between HPWPs and job satisfaction. Hence H1 is accepted.

Association between HPWPs and Employee Motivation

A scatter plot is drawn to see the association between the HPWPS and employee motivation
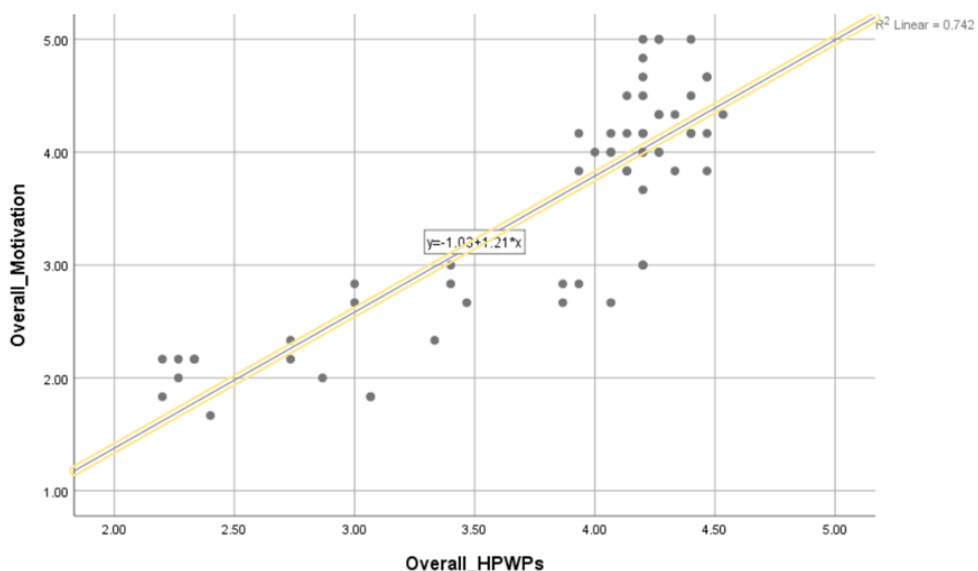
Figure 3: Association between HPWPs & Employee motivation

Source: Analyzed data, 2018

When the level of fondness for HPWPs increases motivation of the employees increases. Therefore, it gave an intuition that there is a positive association between the two variables – HPWPs and employee motivation

To verify the positive association between the above two variables, the non-parametric test – Spearman's rho was conducted.

Table 8: Correlation between HPWPs & Motivation

			HPWPs	Motivation
Spearman's rho	HPWPs	Correlation Coefficient	1.000	.810[**]
		Sig. (1-tailed)	.	.000
		N	60	60
	Motivation	Correlation Coefficient	.810[**]	1.000
		Sig. (1-tailed)	.000	.
		N	60	60

[**]. Correlation is significant at the 0.01 level (1-tailed).

Source: Analyzed data, 2018

According to table 8, Spearman's rho test results in a 0.810 of correlation coefficient, p<0.01, depicts that there is a strong significant positive association between the two variables

The resulted strong positive association supports the assumption that there is a positive relationship between overall HPWPs and overall motivation. Hence H2 is accepted.

Association between employee motivation and job satisfaction

A scatter plot is drawn to see the association between the employee motivation and job satisfaction.
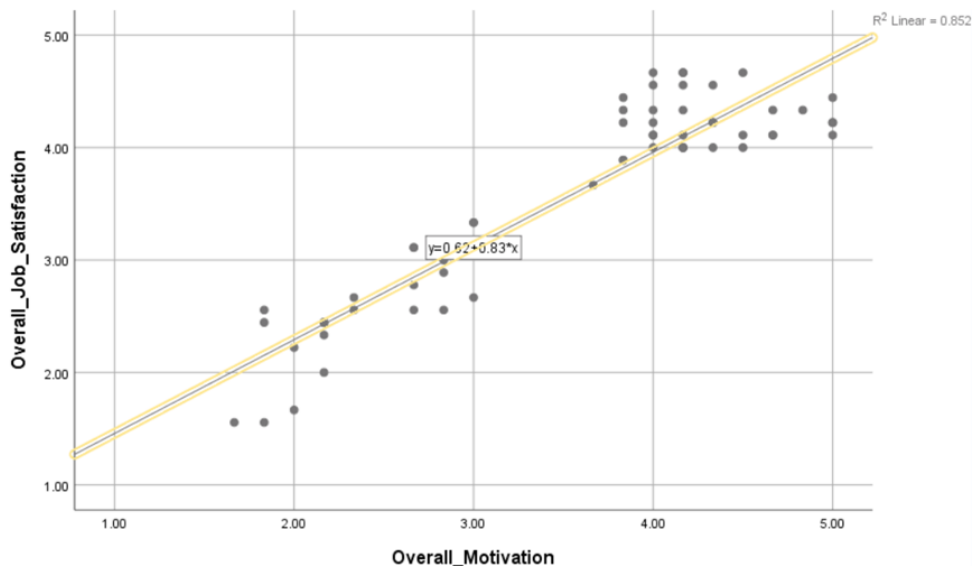
Figure 4: Association between Employee Motivation & Job Satisfaction

Source: Analyzed data, 2018

When the level of motivation increases the job satisfaction increases. Therefore, it gave an intuition that there is a positive association between the two variables – employee motivation and job satisfaction

To verify the positive association between the above two variables, the non-parametric test – Spearman's rho was conducted.

Table 9: Correlation between Motivation & Job Satisfaction

|			Motivation	Job_Satisfaction
Spearman's rho	Motivation	Correlation Coefficient	1.000	.808**
		Sig. (1-tailed)	.	.000
		N	60	60
	Job_Satisfaction	Correlation Coefficient	.808**	1.000
		Sig. (1-tailed)	.000	.
		N	60	60

**. Correlation is significant at the 0.01 level (1-tailed).

According to table 9, Spearman's rho test results in a 0.808 of correlation coefficient, $p<0.01$, depicts that there is a strong significant positive association between the two variables

The resulted strong positive association supports the assumption that there is a positive relationship between overall motivation and overall job satisfaction. Hence H3 is accepted.

Mediating effect of Employee Motivation on the Relationship between HPWPs & Job Satisfaction

According to the theory of Baron and Kenny, the following conditions should be satisfied.

Independent variable predicting the dependent variable

$Y = \beta_{10} + \beta_{11}X + \varepsilon_1$

β_{11} is significant

Independent variable predicting the mediator

$Me = \beta_{20} + \beta_{21}X + \varepsilon_2$

β_{21} is significant

Independent variable and mediator predicting the dependent variable

$Y = \beta_{30} + \beta_{31}X + \beta_{32}Me + \varepsilon_3$

β_{32} is significant

β_{31} should be smaller in absolute value than the original mediation effect (β_{11} above)

In this theory, a comparison of beta coefficient has taken place.

Simple linear regression was used to test the linearity between the variables and histogram and p-p plot have been drawn to clarify that the residuals follow a normal distribution. Based on the analysis results the best fitted model was as below;

Job Satisfaction = -0.791 + 1.151 (HPWPs)

Motivation = -0.034 + 1.206 (HPWPs)

Job Satisfaction = -0.290 + 0.484(Motivation) + 0.567 (HPWPs)

β_{11} = 1.151, β_{21}= 1.206, β_{32}= 0.484, β_{31}= 0.567

From the results depicted, it is concluded that all beta coefficients are significant. And the β_{31} =0.567 is smaller than the original mediation effect β_{11}= 1.151. Hence, it's identified that the mediating effect of the motivation is stronger and conclude that employee motivation has a

mediating effect on the positive relationship between HPWPs and job satisfaction.

To support this result further, the Sobel (1982) test is conducted on the independent, dependent and mediating variables.

Regression analysis with the independent variable – HPWPs and mediating variable – employee motivation resulted in an unstandardized coefficient beta of 1.206 and a standard error of 0.093 at 95% confidence level as per table 10 below.

Table 10: Correlation of HPWPs & Motivation

		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-1.034	.359		-2.880	.006	-1.752	-.315					
	HPWPs	1.206	.093	.862	12.925	.000	1.019	1.392	.862	.862	.862	1.000	1.000

a. Dependent Variable: Motivation

Regression analysis with the independent variable – HPWPs and mediating variable – employee motivation predicting the dependent variable – job satisfaction resulted in an unstandardized coefficient

of 0.484 for the association between the employee motivation and job satisfaction and a standard error of 0.073 at 95% confidence level as per the table 11 below.

Table 11: Correlation of HPWPs, motivation & job satisfaction

		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.624	.167		3.737	.000	.290	.958					
	Motivation	.834	.046	.923	18.291	.000	.743	.925	.923	.923	.923	1.000	1.000
2	(Constant)	-.290	.213		-1.361	.179	-.717	.137					
	Motivation	.484	.073	.536	6.642	.000	.338	.630	.923	.661	.272	.258	3.880
	HPWPs	.567	.102	.449	5.560	.000	.363	.772	.911	.593	.228	.258	3.880

a. Dependent Variable: Job_Satisfaction

Source: Analyzed data, 2018

These results were applied to an online Sobel test calculator and derived the below output.

To conduct the Sobel test

Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and MacKinnon, Warsi, and Dwyer (1995). Insert the a, b, s_a, and s_b into the cells below and this program will calculate the critical ratio as a test of whether the indirect effect of the IV on the DV via the mediator is significantly different from zero.

Input:		Test statistic:	Std. Error:	p-value:
a	1.206	Sobel test: 5.9033017	0.09887755	0
b	0.484	Aroian test: 5.88943577	0.09911034	0
s_a	0.093	Goodman test: 5.91726603	0.0986442	0
s_b	0.073	Reset all	Calculate	

Figure 5: Sobel Test Calculator

From the above calculation, it is found that the p – value is zero and p<0.05. Hence the Sobel test supported the results derived from Baron & Kenny's method that employee motivation significantly mediates the positive relationship between HPWPs and job satisfaction. Hence, H4 is accepted.

Findings, Recommendations and Conclusion

Key Findings

As mentioned in the conceptual framework, the independent variable – high performance work practices were overall measured through its five widely used dimensions namely profit sharing, flexible work options, recognition, empowerment and team work. Hence the findings were evolved around their association with dependent variable.

The results from this research revealed that there is a positive relationship between profit sharing and job satisfaction. This supports the finding of the previous research of Bryson & Freeman (2016) which found that profit sharing boosts employee productivity and job satisfaction. This research findings further open doors to the findings of Fang

(2016) which addresses a wide area of concerns on profit sharing. Though the hypothesis is accepted, the resulted medium correlation and the fairly low R squared value insisted the researcher to have informal casual interviews with few of the current and ex – employees of the particular organization regarding the practice of profit sharing. Through those interviews it was revealed that in reality many employees are not much happy with the currently existing profit sharing scheme. The ex- employees expressed that they left the organization because the organization didn't reward them fairly for their outstanding performances. Further it was revealed that whenever the employees raise the suggestion for performance based pay, the organizations'' management tend to highlight the profit sharing over the performance bonus and the good performers were not rewarded fairly. Further, employees argue that earnings through profit sharing practice is not consistent over a period of time as the company profits may fluctuate due to several reasons. The company profits can increase through higher efficiency, higher market demands etc. at the same time profits can go downwards due to out of control reasons such as economic crisis, natural disasters, political instability etc.

Given that, by relying on profit sharing the employees are exposed to compensation risk making employee earnings variable time to time. Also, another argument of the employees is that part of the employees are gaining from the efforts of others with no greater effort on their jobs. Fang (2016) mentioned this as the 'free rider problem'. In this case, the employees who perform exceptionally well, feel unfair about the return they earn for their efforts. Also, employees expressed the view that they cannot see strong link between their efforts and organizational profits. Hence it's difficult for the employees to come a measuring conclusion whether their performance increase or efficiency increase is being recognized to base the financial rewards in return. In that case, even though the H2a is accepted and evidenced that profit sharing has a positive relationship with employee motivation, the low R squared medium correlation reveals that employees are not clear about the extent to which profit sharing offers fair returns to the increased performance hence less motivated to put their efforts to increase the performance levels.

The research outcomes prove that there is a positive relationship between Flexible work options and job satisfaction also a positive relationship between flexible work options and employee motivation. This supports the finding of the previous researches Ahmad & Idris (2013), Raziq & Maulabakhsh (2015), Nanjundeswaraswamy (2019) and Lopez & Legaz (2016). Though both the H1b and H2b hypotheses are accepted, the resulted moderate correlation and the fairly low R squared value for the relationships between flexible work options – job satisfaction and flexible work options – employee motivation, insisted the researcher to have informal casual

interviews with few of the current and ex – employees of the particular organization regarding the practice of flexible work options. It is found that under the flexible work options practice only the flexibility in work hours is prevailing at the moment. Employees of course are motivated and satisfied with the flexible work hours but what revealed from the informal discussions is that employees expect more than that with regard to work flexibility. Few ex- employees who were married females expressed the idea that they would have stayed in their jobs if the organization offered them more flexible options like work from home, job rotation, day offs etc. Both current and ex-employees shared their idea that they prefer options like work from home in situations like when their kids fall sick or when employees find unable to travel to office under conditions like adverse weather as the Biyagama EPZ location is exposed to floods during rainy seasons. Another informal comment came out of the employees is that the work flexibility is not provided to all employees in a uniform manner that sometimes they have witnessed the management being biased and favoring only certain employees.

As per the findings, there is a positive relationship between recognition and job satisfaction also a positive relationship between recognition and employee motivation. This supports the finding of the previous researches Sengupta et al., (2017), Nanjundeswaraswamy (2019) and Samira (2012). Given the resulted strong positive correlations between the respective variables and the higher R squared on the linear model drawn between the two variables depict that employees are happy and satisfied about the way the organization recognizes its employees. Through the informal discussions had with the management of

the target organization, the researcher was able to find out the methods such as presenting a token for the each completed year, selecting the employee of the month are currently available.

According to the research outcomes, there is a positive relationship between empowerment and job satisfaction also a positive relationship between empowerment and employee motivation. This supports the finding of the previous researches Gurbuz (2009), Piyasena and Kottawatta (2015), Hassan et al., (2013), Sengupta et al., (2017), Nanjundeswaraswamy, (2019), Samira (2012), Delaney and Huselid (1996), Syed and Yah(2012), Khan et al. (2012), Ray and Ray (2011) and Naqvi & Nadeem (2014) which proved that there is a positive relationship between empowerment and job satisfaction. However, the findings from this research contradicts with Mumtaz et al., (2011) and Kottawatta (2015) which stated that empowerment is not associated with job satisfaction. Given the resulted large positive associations between empowerment & job satisfaction and empowerment & motivation along with higher R squared values in both linear models, it can be said that empowerment has resulted in high motivation and job satisfaction of employees. The extent to which employees are empowered seems to be satisfactory.

The results from this research revealed that there is a positive relationship between teamwork and job satisfaction hence H1e is accepted and also a positive relationship between teamwork and employee motivation hence H2e is accepted. This supports the finding of the previous researches Brinck et al., (2010), Gurbuz (2009), Sofijanova & Chatleska (2010), Piyasena & Kottawatta, (2015),

Nanjundeswaraswamy, (2019) and Naqvi & Nadeem (2011).

Given the resulted large positive associations between teamwork & job satisfaction and teamwork & motivation along with higher R squared values in both linear models, it can be said that teamwork and team culture has resulted in high motivation and job satisfaction of employees. The extent to which the employees are encouraged for teamwork seems to be satisfactory.

Given the resulted large positive association between overall HPWPs & overall job satisfaction along with higher R squared value of 83% in the linear model depicts that, the dimensions tested under HPWPs are positively related with job satisfaction and the more the company adopts HPWPs the job satisfaction of the employees will increase. Hence H1 is accepted

This result supports the previous researches Rajapakshe (2018), Ogbonnaya & Valizade (2016), Ting (1997), Steijn (2004), Edgar and Geare (2005), Petrescu and Simmons (2008), Khan et al. (2012), Wright et al. (2003), Spector (1997), Huselid (1995) , Petrescu & Simmons (2008) and Yanadori & Jaarsveld (2014).

Given the resulted large positive association between overall HPWPs & overall employee motivation along with higher R squared value of 74.2% in the linear model depicts that, the more the company adopts HPWPs the job satisfaction of the employees will increase. Hence H2 is accepted.This result supports the previous researches Samira (2012), Naqvi & Nadeem (2011), Gamage (2013) and Gamage & Patrick (2016).

Given the resulted large positive association between overall employee motivation & overall job satisfaction along with higher R squared value of 85.2% in the linear model depicts that, the more the employees are happy and motivated the job satisfaction of the employees will increase. Hence H3 is accepted.This result supports the previous researches Velnampy (2009), Georgios et al., (2018), Wanda Roos (2008), Saleem et al., (2010) and Ghanbahadur (2014).

Given the result of significant beta coefficients and the comparison of beta coefficients and satisfied conditions of Baron & Kenny method with the results supported by Sobel test for mediation, the H4 is accepted. We can conclude that employee motivation act as a mediator on the positive relationship between HPWPs and job satisfaction. This supports the findings of previous researches Longzeng et al., (2011) and Sithiphand (1983).

Recommendations

Considering the demographic factors of the sample population, 40% are diploma holders, 37% are bachelor's degree holders which implicit the idea that the majority of employees would expect a fair financial reward to justify their professional qualifications as it's not only their physical skills but their intellectual knowledge is being utilized in their jobs. Through this research, it's revealed that one reason for the significant labor turnover experienced by the target organization is that the shortcomings of financial rewards scheme. Fang (2016) expressed the view that, profit sharing which is a formal bonus program based on company's profitability can provide strong employee motivation only if its properly designed. Hence, it's recommended to the target organizations' management to review and revise the

fairness and stability of the current profit sharing model and to improve or design it in the future in a way that it minimizes the compensation risk of employees. Also through the findings from the questionnaire responds of the sample population and informal interviews of ex – employees, the importance of performance based pay scheme came in to light. Hence, it's recommended to not rely totally on profit sharing as the bonus scheme and to initiate a reward scheme which provides a clear picture on the relationship between the performance and reward to the employees. This will be important to the organization in the future more than present as in few years' time generation Z will be entering the work force where it is identified that generation Z is financially focused than prior generations so it will be more challenging than ever to retain the future employees if the organization doesn't revise the compensation policy.

From the demographic analysis of the sample population, it is identified that 57% of it belong to the age range of 20-29 years which falls into the generation Y. When considering the characteristics of generation Y, they seek for flexibility than any of the prior generations (Mansor, 2013) given than generation Y people are flexible and able to adapt to any changes that the organization creates related to work, in return they prefer the organization to be flexible too with their requirements. Predicting the nature of the work force of the organization for the next decade, it can be said that generation Y employees will be the majority for the coming years too. So, it's recommended to the management of the target organization to implement policies and strategies that would enhance work flexibility. This recommendation is supported by some informal comments received from the ex-

employees which revealed that one reason to quit was the company didn't allow the flexibility at times which it was most needed to maintain their work – life balance.

It is suggested to the management of the organization to design and implement more options other than flexible work hours. With the present changing work environment, it is important that organizations adopt flexible work methods that allow the employees to have a better work – life balance. Methods like the option to adjust the work schedules to fit the employees life (so that employees who are still studying can adjust the work schedule which will not clash with the university lectures, employees who are having kids can adjust schedule allowing them to pick the kids from school and drop at home etc) , more vacation time, ability to work from home or outside office, paid time off, allow to work remotely for one day each week, let the employees choose the time they come to work and the time they leave the office provided they work for the requisite number of hours in between, encourage employees to take regular breaks from work, provide them with a breakout / rest area would be strong enough to reduce the absenteeism as well as the labor turnover. However, it is important that whatever the flexibility work option introduced, all employees should be equally given the privilege to take the benefits otherwise it can result in deterioration of the positive relationship with motivation and job satisfaction.

As recommendations If the organization can increase the frequency of recognition for example by introducing the employee of the week, it will positively impact the day to day efficiency of the employees. Also it is suggested to the management to implement a program which encourages employees to present innovative ideas, ideas about methods to reduce the lead time, ideas about simpler ways that a job can be done etc. and provide recognition to the best suitable/practical ideas. This would result in motivating the winners which would lead to their job satisfaction while by seeing the recognition other employees will be encouraged to come up with new ideas next time. Also, considering the demographic factors, almost 95% of the target population hold qualifications at different levels, if the organization can adopt a strategy that recognizes the qualifications along with support to pursue higher education, the employees would be happier.

It is suggested to the management of the target organization to provide the necessary information, resources and adequate authority to employees in a timely manner so that employees will be motivated to take the accountability for the actions.

Considering the demographic factors, 48% of the target population is having the tenure of 1-5 years in the organization. Hence its suggested to identify the outstanding employees based on their performance, skills and attitudes towards work and empower them appropriately. Otherwise when the employees are not empowered even after they complete two or three years in the organization, it can result in frustration which can lead to leaving the organization.

When having a teamwork culture within the organization, it is important that employees build up trust among each other's in the respective teams. It is suggested to the management to conduct team building and trust building programs/ trainings, outbound trainings which help to improve the respect, trust and collaboration between employees.

It is suggested to the management of the target organization to carefully review the currently available HPWPs, the recommendations based on the five dimensions that used for this research are discussed above. The management should first understand the needs and perceptions of employees, what they expect from a strategy of HPWPs and then design and implement the practices accordingly.

It is recommended to the management of the target organization to keep focus on having a motivated workforce by identifying the motivating factors also suggested to introduce methods that encourage employees to raise their grievances or any other reasons which would affect the motivation. Such methods would be open door policy where employees are given the freedom to meet any superior person to raise his/ her concern, suggestion boxes, complaint boxes etc.

Conclusion

The objectives of this research were to identify the relationship between high performance work practices and job satisfaction, to identify relationship between HPWPs and employee motivation, to identify relationship between employee motivation and job satisfaction and to identify the mediating effect of employee motivation between HPWPs and Job Satisfaction.

The findings of the research conclude that there were positive relationships between HPWPs & Job satisfaction, HPWPs & employee motivation, employee motivation & job satisfaction and also that there is a mediating effect of employee motivation on the relationship between HPWPs and job satisfaction. Based on the statistical analysis, all the hypotheses are accepted. Out of the five dimensions of

HPWPs that were tested, profit sharing and flexible work options received some criticisms from employees. Such criticisms implied that they are one of many reasons for the high labor turnover that the target organization was experiencing over the last few years. Hence the management of the target organization need to consider the concerns of employees about those two practices and improve them in a way that motivates employees and increase job satisfaction. The rest of the three practices – empowerment, recognition and teamwork have been able to win the hearts of employees. The overall conclusion is that the research has accomplished its four objectives.

Implications

The study provides breadth to the knowledge identifying the positive relationships of HPWPs with motivation and job satisfaction by measuring through five dimensions of HPWPs along with the mediating effect of employee motivation on the relationship between HPWPs and job satisfaction as well as carrying out the study in a developing South Asian country and on a fast-growing revenue generating export apparel industry.

All five dimensions of HPWPs examined– profit sharing, flexible work options, empowerment, recognition and team work were shown to be resulting job satisfaction however the importance of proper and effective designing and conducting of those practices came into light.

The study provides managers and HR practitioners with an indication that HPWPs have a positive relationship with employee motivation and job satisfaction and employee motivation itself is positively related with job satisfaction and also that employee motivation has a

mediating effect on the relationship between HPWPs and job satisfaction. Given that the managements of the organizations should focus on first identifying what practices employees find as useful and then beneficial and design those HPWPs in a way that create a win-win situation for both organization and employees. The study proved that mere existence of practices (in this study the analysis of findings on profit sharing & flexible work options) will not motivate or satisfy employees but improving those practices to meet the expectations of employees will only add value. Given that, Organizations may need to more closely examine their employee requirements, work practices and work flexibility to make a motivated, satisfied and long retaining workforce.

Limitations

It is worth noting the non-response as out of the 108 distributed questionnaires 48 were not returned. This is because of the workload of the employees and the need to communicate with the respondents in order to remind them to complete the questionnaire. Also, the research was conducted within a fairly short span of time which restricted exploring further avenues of analysis within the research scope. The selection of five dimensions of high performance work practices tested in the study was based mainly on those that have been identified in the literature as being widely used practices, there are numerous other dimensions of HPWPs at that also can be considered for similar analysis.

It's worthwhile to acknowledge that the omission of some other mediators that may qualify the results of this research. In some instances, there may be a level of interdependence between the HPWPs dimensions and the job satisfaction variables which may influence the direction of their independent/dependent variable relationship. More researches may be required to better understand the positive relationship between HPWPs and job satisfaction in more context specific work environments as this research has covered only single industry.

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Extrinsic Factors Influencing Job Performance of Engineering Staff of a Leading Construction Company in Sri Lanka

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Abstract: This empirical investigation has attempted to reveal the effect of six extrinsic factors namely salary & benefits, working conditions, policies & procedures, relationship with supervisors, coworkers, and subordinates on the individual job performance of engineering staff at a leading, highest graded construction company in Sri Lanka. The study was conducted as a longitudinal case study research with mix method where quantitative findings were further validated by the insights from a qualitative study which highlighted the importance of perception of such factors over the mere provision or presence of them. The study found a positive correlation with higher predictability of variance of all six extra-individual factors with job performance of engineering staff as possible causes for the decline of individual performance. This could lead to a conclusion that extrinsic factors cause greater influence than intrinsic factors over the performance of engineering staff at the concerned organization. Findings were further reviewed using Herzberg's Two Factor theory, performance equation of Cerasoli, (2014) and MARS model of behavior.

Keywords; Job Performance, Extrinsic factors of performance, Perception

Introduction

Today's corporate world has redefined the Darwinian slogan 'Survival of the fittest' to 'Survival of the performer' as it is performance that ultimately counts for either making or breaking organizations in this hyper-turbulent environment. Therefore, content domain of the construct of job performance and its organizational implications has ever been a topic of greater scholarly concern. According to Motowidlo & Kell (2012), Job performance could be defined as organization's total expected value of an aggregate of discrete behaviors of an individual over a standard period. As cited in Amstrong (2014), Brumbach defined Performance as a certain way of behavior that bring out particular result and accordingly both behavior and result could be regarded as the two sides of one coin: performance. Several empirically tested models point to the multidimensionality of job performance with important findings such as task performance and contextual performance contributing independently as stand-alone dimensions to the overall construct of job performance. Experience was mostly found correlating closely with task performance while personality variables with contextual performance (Motowidlo & Scotter, 1994, P.475). Viswesvaran & Ones (2000) theorized task performance, organization citizenship behavior and counterproductive behavior as stand-alone dimensions of job performance. Scholarly work of Campbell (1990), Viswesvaran & Ones (2000), and Cerasoli, (2014) point to the interplay of Job performance with a widely accepted set of predictor variables.

Job performance (JP) = Motivation x Ability x Organizational Support

According to McShane, Von & Von (2005), this was further extended to MARS model of job performance which interpret job performance in terms of the following relationship advocating behavioral approach to performance.

Job performance (JP) = Motivation x Ability x Role Perception x Situational Factors

These determinants of JP themselves could be identified as broader and complex constructs which are also influenced by a multitude of factors thereby making JP being influenced by much larger range of factors (Robbins, & Judge, 2013; Moorhead & Griffin, 2001). According to Dunegan, Uhl-Bien, & Duchon (2002) variations in job performance could be attributed to a variety of factors under individual, group and organizational levels. In their model, factors within and beyond individual could be defined as "Intrinsic or intra-individual" and "extrinsic or extra-individual factors" respectively. These set of factors hold resemblance to hygiene factors and motivators in Herzberg's Two Factor theory of motivation to a greater extent.

Research Problem

This study was executed at one of the leading, highest-graded construction companies in Sri Lanka. It has recorded a decline in performance appraisal results of their engineering staff by 21% compared to last year (ABC Construction, 2019). However, a relatively good response was evident in an internal job satisfaction survey from the same group (ABC Construction, 2019). The survey has focused on a set of intra-individual factors such as interest towards job itself, sense of responsibility, challenging nature of the job and recognition etc. Therefore, this performance drop could largely be attributed to a range of extra-individual negative influences. This declining trend in performance of their most important category of staff was viewed as a serious problem which could even be generalizable to the entire industry where an empirical examination to a problem of this nature was found absent.

Conceptual Framework and Operationalization

This study attempted to address the research question of identifying what extrinsic/ extra-individual factors influencing engineering staff at a leading Construction Company in Sri Lanka towards higher level of job performance. The objectives of the study are to identify extrinsic factors that affect job performance of engineering staff at the company concerned, assess the nature and strength of relationship that these factors have on job performance and finally to make recommendations for this organization to rectify their performance issues among engineering staff.

Figure 01 illustrates the conceptual framework of the study where six extrinsic factors were identified as predictor/ independent variables for the dependent variable of Job performance. Accordingly, statements of null and alternative hypothesis were generated to test the relationship between independent and dependent variables.

As illustrated in table 01, six hypothesized variables were operationalized into 25 specific indicators and each was measured using 25 specific statements which were asked to rate using 1 – 5 importance scale. This was based in designing the questionnaire.
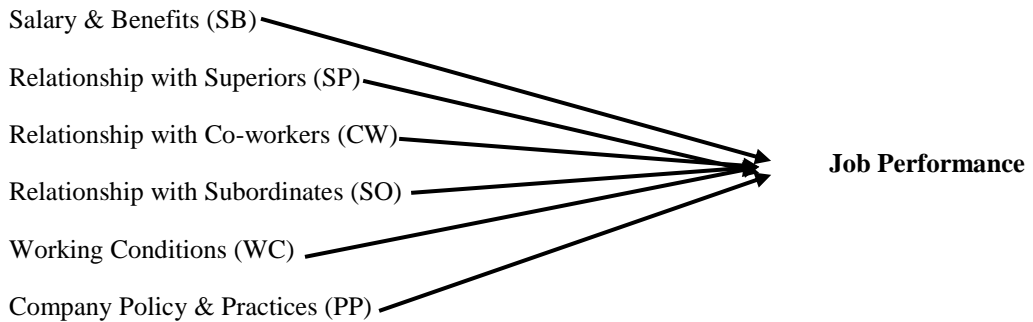
Figure 01: Conceptual Framework of the Study

Hypotheses of the Study:

$H_0 1$: Salary and Benefits have no influence over the Job Performance of Engineering staff.

$H_0 2$: Nature of Relationship with Superiors have no influence over the Job Performance of Engineering staff.

$H_0 3$: Nature of Relationship with Co-workers have no influence over the Job Performance of Engineering staff.

$H_0 4$: Nature of Relationship with Subordinates have no influence over the Job Performance of Engineering staff.

$H_0 5$: Working Conditions have no influence over the Job Performance of Engineering staff.

$H_0 6$: Company Policies & Procedures have no influence over Job Performance of Engineering staff.

Table 01: Operationalization of Variables

CONCEPT	VARIABLE	INDICATORS	MEASUREMENT	
			Qu.#	Questions (Likert Scale/ Importance rating 1-5)
Performance	Salary & Benefits	Salary	1	I'm satisfied with my salary.
		Incentives/ Allowances	7	Incentives & allowances improve my earning capacity & encourage me to work hard.
		Equity	13	I feel being treated equitably according to my qualifications, experience & contribution.
		Relation to performance	22	When I perform well my earnings goes up which encourage me to improve my performance
		Fringe Benefits	19	Other benefits that I'm entitled to encourage me in my work.

Superior	Support	2	I receive adequate support and advice from my superior	
	Level of empowerment/ Delegation	8	My superior trusts me & given responsibility without being over supervised.	
	Empathy	20	Manager views our problem in our angle fairly & equitably.	
	Rapport	14	I enjoy good mutual understanding & cooperation with my boss	
	Feedback	23	Feedback I receive from my superior helps me improve my performance.	
Co-worker	Support	9	I receive good support from my colleagues.	
	Rapport/ Friendliness	3	It's interesting & enjoyable working with my co-workers.	
	Team spirit	15	When I work with my colleagues, we work as a family.	
Subordinates	Competency	4	I enjoy working with competent & hardworking subordinates	
	authority/ responsibility	10	I enjoy being in charge, managing & developing my subordinates.	
	Respect & Support	16	I get the respect and support from my subordinates.	
Working Conditions	Health & Safety	11	I feel safe & secured to work in my workplace.	
	Resources	5	I'm provided with necessary resources to do my job	
	Convenience/feel at home	17	I feel at home when I'm working at the site/ Office	
Company Policy & Procedure	Training & Development	12	I receive adequate training to improve my performance	
	Performance Appraisal	18	We are evaluated by an effective performance appraisal system.	
	Compliance (ISO, 5S)	24	I enjoy work in compliance with ISO 9009, 5S & other quality standards.	
	Career Development	21	Company supports us in studies, professional & career development.	
	Decision Making	6	I feel that I have a share in decision making.	
	General Admin, Mgmt. style	25	I experience sound management style & administration in general.	

Source: Author, 2019

Methodology

This cross-sectional study was conducted as a case study strategy using mix method mostly as a quantitative study supported by a qualitative investigation in determining external factors influencing job performance of engineering staff at the concerned construction company. Six external factors were hypothesized as potential influencers of job performance based on the work of Diamantidis and Chatzoglou (2019) and Armstrong (2014) followed by a validation through a pilot research conducted among the staff of a selected construction site. A qualitative investigation was also used as a validating

instrument. Those six hypothesized independent variables were operationalized into 25 specific indicators which were measured using 25 statements through a structured questionnaire.

The scope of the research was confined to a population of 118 engineering employees including 32 senior engineers, 43 junior engineers, 23 quantity surveyors and 20 engineering assistants due to practical reasons. A sample of 47 personnel representing 40% of the population was selected using Stratified Random Sampling technique.

The study was conducted mainly as a field survey method by using structured questionnaire to collect primary data. Records of Performance appraisal results, employee grievance, disciplinary inquiries and exit interviews were referred as secondary data. Further twelve in-depth interviews were conducted with HRM team (2), members of the top management (2) and selected personnel from all four categories of the population (8). Two focus group discussions were conducted with randomly selected members from the population and a mix of personnel from HR & top management. Questionnaire was comprised of three sections namely to gather demographic, content specific and indicator measuring (operationalized)

information. Questions were structured using Likert scale.

Data was analyzed using both descriptive and inferential statistics mainly by testing hypotheses by means of measuring P-value with the significance level (α) as 0.05 and 95% confidence level using two tailed test. Regression analysis was also performed to determine causality and strength of each variable with job performance using Statistical Package for Social Sciences (SPSS) software.

Data Analysis & Findings

It was recorded a 100% response rate for the questionnaire. Sample was dominated by Males (83%) with a majority of junior engineer category comprising 36.2%. Data indicated a young population with 40.4% and 34% in their thirties and twenties, respectively. More than half (52%) of the respondents have worked over 5 years at this company and 68% of the sample have worked less than 5 years in their current positions indicating the presence of career progression opportunities at the concerned organization. It was evident that higher the length of service at the organization, higher would be the performance of the engineering staff.

Table 02: Summary of Regression & Correlation Results

External Factors examined for JP	Correlation Coefficient (r)	Strength of the Relationship to the JP (Correlation)	R Square	Standard Error of the Estimates	P-value	Parameter Estimates	
						Constant	B1
SB	+ 0.815	Very Strong Relationship	.664	5.96397	0.000	22.648	.722
SP	+ 0.867	Very Strong Relationship	.752	5.13053	0.000	26.835	.662
CW	+ 0.677	Moderate Relationship	.458	7.58051	0.000	39.357	.476
SO	+ 0.703	Moderate Relationship	.494	7.32156	0.000	26.384	.629

WC	+ 0.756	Very Strong Relationship	.571	6.74427	0.000	35.135	.538
PP	+ 0.894	Very Strong Relationship	.799	4.62035	0.000	20.673	.762

Source: Survey Data, 2018

As the above table demonstrates, there are significant positive linear correlation of all 6 factors with Job Performance (p<0.05) indicating directly proportionate relationship of JP with all six factors. As relationship with Co-workers and Subordinates displayed a smaller regression values compared to other variables, they could predict lesser variance in job performance precisely 45.8% and 49.4% respectively.

According to the hypothesis testing results (p=0.000), all the null hypotheses were rejected in favour of alternatives showing a statistically significant impact on Engineers' job performance by the hypothesized six variables. Therefore, job performance of engineering staff is having directly proportionate relationship with 6 extra-individual influencers of Job factors.

Empirical findings derived from quantitative method were further validated by the qualitative data gathered through interviews, focus group discussions and observations. Following is an outline of findings of the qualitative aspect of the study.

It was widely evident that it is not the provision of these extrinsic factors or the mere presence of them that truly influence performance but the perception of such factors in the minds of employees. A clear gap was observed in terms of what certain extrinsic factors such as salary and benefits, working conditions, policies and procedures were originally meant by the management and how they appear to employees and their perception.

It was noted an apparent dissatisfaction mostly among senior staff towards the existing reward system which was found strictly linked to performance measures. A wider gap of rewards was observed between top and average performers. In a focus group discussion, a 42 years old male engineer expressed the difficulty to be qualified as a top tier performer as "you build 10 storied building all by yourself and leave one tile misaligned, you are end up being an average performer". However according to the view of the members interviewed, top management intention behind having difficult targets and strict performance-based rewarding was to stretch individual capacities and to keep employees motivated by providing them with opportunity to grow. This could be explained as having lesser expectancy and instrumentality of goals and rewards as per Vrooms Expectancy theory of motivation (Robbins et. al, 2013). A widespread drop in self-efficacy among engineering staff was observed that could mostly be attributed to overly difficult targets and the tight association of the achievement of such targets with rewards and the opinion of oneself within the organization.

High performance culture characterized by higher sense of urgency, concern for time and quality, celebrating achievements, rewards and recognition based on performance were observed. Culture at the company concerned could be described in terms of principal cultural characteristics model of Robbins et. al (2006) as having higher outcome orientation, aggressiveness, lower people and team orientation and stability. A clear threat to sustain the aforementioned culture was observed based on the ideas of engineering employees which are contrary to management belief.

Top management mostly comprised of highly qualified engineers mainly motivated by the work itself and passionately engaged in the operations. Opinion of the respondents projects a perception towards management characterized by high-risk propensity and internal locus of control whereas most of their engineering staff demonstrated an external locus of control. This also contradicted their policies and procedures such as punishing for mistakes which discourage risk taking. This could lead to cognitive dissonance (Moorhead & Griffin, 2001) having a detrimental effect on performance.

Engineering employees were found to have undergone high amount of stress due to the nature of job, strict compliance of company policies and procedures under highly individualistic and achievement-oriented culture. This in turn negatively reinforces relationships among all levels including supervisors, coworkers and subordinates when striving towards goals. An absence of procedural justice which is the perception of fairness or transparency in the process of making decisions, (Alexander & Ruderman, 1987) was evident mainly among categories other than senior engineers.

Discussion and Conclusion

Empirical findings suggest higher the level of all six extrinsic factors namely salary and benefits, working conditions, company policy procedures, relationship with supervisors, coworkers, and subordinates, higher would be the performance of engineering staff. Under the assumptions that extrinsic and intrinsic factors identified as influencers of JP being closely resembles hygiene factors and motivators explained under Herzberg's Two Factor theory and secondly, JP being closely corelated with motivation as per the performance equation of Cerasoli (2014) and McShane, et. al (2005) which defined performance as

a product of motivation and several other factors, it could be concluded that the concerned extrinsic factors are responsible for the declined job performance of engineering staff at the concerned organization. This argument is supported by the findings of this research along with the secondary data that confirmed the presence of intrinsic influencers of JP at this company based on a previous internal study. (ABC Construction, 2019).

Findings of this research could further be explained using Herzberg's two factor theory as the motivational decline due to dissatisfaction caused by the absence of extrinsic influencers of performance or their negative perception has overrun the effect of satisfaction or their positive perception caused by the presence of motivators thereby resulting a negative job performance. This points to an argument that extrinsic factors cause greater influence than intrinsic factors over performance of engineering staff. This could be used as an important insight for the company to devise their HR strategies such as reward management. Further, these findings have also validated Cerasoli's (2014) performance equation and MARS model of performance to a certain extent.

It is important to distinguish that it is the perception of the individual towards these six extrinsic factors that influence individual performance but not the mere presence of them nor the perception of the management. Therefore, the implication of these findings for the management is not to confine their approach merely by increasing the provision of such factors but to get employee perception towards such factors elevated.

Findings of this research further validates the proposed employee evaluation model of Diamantidis and Chatzoglou (2019) which is characterized by the correlation of job environment and management

support that embodies most of the factors considered herein with JP.

Recommendations and Directions for Future Research

It is proposed to device strategies to induce positive perception among engineering staff towards the concerned six extrinsic influencers of performance. It is recommended to introduce changes to those factors and communicate them in a way that would increase the perception of expectancy, instrumentality and valance of engineering staff as explained under Vroom's expectancy theory of motivation (Robbins et. al, 2013). This could potentially increase motivation which in turn could result higher performance according to Cerasoli's (2014) performance equation. A detailed survey could be done to identify minute aspects of those major factors and devise interventions and process modifications accordingly. It is important to make the distinction that it is not those factors per se but how they are being perceived that matters the most towards higher performance.

This organization could be thought of undergoing a cultural change where an apparent friction between values and believes of its employees and founding members of top management has created a cognitive dissonance. This could also be described being in the storming stage according to the Five Stage Model of group development (Tuckman & Jensen, 1977) and could cause further performance drop if company failed to properly manage the process of entering the norming stage. It is therefore recommended to increase employee engagement, participative management, and open communication to increase transparency and reinstate procedural justice which was found to be declining. Further cultural change to be managed using cross functional teams and increasing consensus.

Expanding this research into different industries and geographical areas could further enhance the knowledge on extrinsic influencers of job performance. Further the focus of many such research has limited itself to the multidimensionality and meaning construction of the domain of individual performance. Extended studies could be carried out on Job performance of teams or organizations and relevant influencing factors. Further, extrinsic factors selected for this study were confined to much broader constructs such as benefits, working conditions, relationship with supervisors etc. that they themselves could be identified as broader standalone constructs. Therefore, investigating into minute aspects of those broader constructs of performance influencers could further expand the body of knowledge on performance construct.

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Retention of Medical Officers in Preventive Health Sector in Sri Lanka

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Abstract: Human resources are the livelihood of all types of organizations. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them. It has been observed that retention of Medical Officers of Health in the government preventive health sector has been difficult. Many Medical Officers of Health leave to the curative sector from the preventive sector. The study was carried out to investigate the influence of work related factors on retention of Medical Officers of Health working in the preventive health sector. A descriptive cross-sectional study was carried out among Medical Officers of Health in the Colombo district, Sri Lanka which has 18 Medical Officer of Health units providing preventive health services to the community with 64 Medical Officers. A self-administrated questionnaire was used as the study instrument. Interviews were held to obtain their suggestions to improve the retention of medical officers in the preventive health sector. Data analyses showed that all four variables; recognition, work schedule, remuneration and responsibility are positively and significantly influence retention of Medical Officers of Health. The variable 'work schedule' showed the highest impact to the retention of Medical Officers of Health. This is the first study done in Sri Lanka to scientifically explore the factors affecting the retention of Medical Officers. The findings of this research would be much beneficial for health managers and policy planners to make strategies to retain medical officers in the preventive health sector.

Keywords: Retention, Recognition, Work Schedule, Remuneration, Responsibility

Introduction

Retention of productive employees is a major concern of Human Resource (HR) professionals and business executives. It is more efficient to retain a quality employee than to recruit, train and orient a replacement employee of the same quality (Society for Human Resource Management, 2018). Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs. A strong retention strategy becomes a powerful recruitment tool. Retention of key employees is critical to the long-term health and success of any organization (Mathimaran, 2017; Razique, 2015).

Preventive health sector plays a key role in the healthcare globally. In Sri Lanka the government allopathic healthcare system has two distinct sectors; preventive and curative sector. In any country prevention of disease conditions is the backbone of the healthcare system. Without a proper preventive healthcare system disease can occur in epidemic proportions where the curative sector will be overburdened and will not have the capacity to provide services to the increasing number of patients. Hence, it is vital that adequate number of medical officers are retained in the preventive health sector. There are many factors affecting the employee retention including remuneration responsibility, recognition, and Work schedule (Mabaso,2017; Nel et al., 2001; Mallikarjuna, 2012; Tsai, 2016).

The Medical Officers are mandatorily transferred every four years. They can get themselves transferred to a curative health unit or a preventive health unit. Through discussion with officials of the central Ministry of Health who are responsible for appointments and transfers of Medical Officers revealed that they were of the view that preventive health sector is less attractive among Medical Officers and Medical Officers in the preventive health sector tend to leave to the curative health sector. Of the approved cadre of 86 Medical Officer of Health (MOH) in the Colombo district, there were only 74 attached to MOH Offices. Of these 74 MOH, 12 MOH have requested for transfers to curative care institutions. This results in shortage of Medical Officer of Health. Hence it is important to explore the factors affecting the retention of Medical Officers in the preventive health sector.

With this background the study was conducted with the aim to assess the factors affecting retention of Medical Officers in the preventive health sector in Sri Lanka and to provide practical suggestions to enhance the retention of Medical Officers in the preventive health sector in Sri Lanka.

Literature Review

Employee Retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization as well as the employee. Thus, organizations are being forced to study why employees leave and why they stay. Sometimes an individual in the HR area is assigned to specifically focus on retention to ensure that it receives high priority (Martin, 2010; Mathis, 2008). Every area of the employer-employee relationship in the organization deserves attention. Every new hire should be set up for success from the very start, from the first day of work to the first week and beyond (George, 2015; Robert Half, 2018). In any position and industry, professionals want the possibility for advancement. Smart managers invest in their workers' professional development and seek opportunities for them to grow. Keeping open lines of communication is essential for employee retention (Bidisha, 2013).

Many studies on retention of employees have been conducted in the health sector. A majority focused on physicians and nurses in hospitals. There have been fewer studies on health workers in the community or outside hospital settings. Nurses' retention is one of the most frequent research topics in this field. A study among English nurses by Adams & Bond (2000) showed positive relations between retention and relationship with other medical staff, perceptions of their workload and their evaluation on the appropriateness of the nursing system in which they were working. Penz et al., (2008). A study by Roelen (2008) among medical doctors in South Africa showed many factors affecting job turnover. Clinical freedom, positive perceptions of managed care strategies, remuneration and working in small groups were predictors of higher retention.

A study carried out by Kaplan (2009) among physicians in San Diego USA indicated physicians' retention was related to their perceptions of their autonomy, workload, work/private life conflict, pay, and community satisfaction. In addition, all predictors except workload had an impact on physicians' retention in the current career. Rahman (2010) conducted a study to identify factors affecting retention of community health workers (CHW) in Bangladesh. Most common factors cited for continuing as a CHW were financial incentive, feeling needed by the community, and the value of the CHW position in securing future career advancement. Factors contributing to

attrition included heavy workload, night visits, working outside of one's home area, familial opposition and dissatisfaction with pay.

A well-defined career path affects employee retention. Employees, whether freshers or ones with experience, want to understand how the leadership of an organisation can facilitate their growth. They want to see tangible examples of how their counterparts have grown in the firm. For many, growth is not just a vertical ladder (Martin, 2010; Mathis, 2008). Compensation constitutes the largest part of the employee retention process. The employees always have high expectations regarding their compensation packages. Compensation includes salary and wages, bonuses, benefits, prerequisites, stock options, bonuses, vacations, etc. (Singha, 2012).

Recognition can be described as "in organization employees are rewarded by different status, this process is called as recognition" (Danish & Usman, 2010). Intrinsic rewards like recognition, growth, feedback, opportunities lead employees more towards high job performance and motivation than extrinsic rewards like salary (Nel et al., 2001). Ning (n.d) carried out a study among 650 full-time nurses employed in six Chinese hospitals on factors related to job retention showed that items contributing for low retention were workload, compensation, professional promotion, amount of work responsibility, work environments, and organizational policies. In a study carried out in Kenya to assess factors influencing retention of essential healthcare providers revealed that there are negative impacts of increased workloads, especially at peripheral facilities in rural districts, which may impact on health service provision. Increased workloads and responsibilities caused by understaffing result in stress, burn out and demotivation, which are the factors that 'push'

remaining health workers to leave (Bardad, 2016).

Physician shortage has become an urgent and critical challenge to many countries. According to the workforce dynamic model, long work hours may be one major pressure point to the attrition of physicians. Financial incentive is a common tool to human power retention. A study conducted by Tsai (2016) showed that 351 (14.5%) of surveyed physicians reported strong intention to leave current hospital. As expected, work hours exhibited an independent relationship with turnover intention. More importantly, pay satisfaction could not effectively effect on the positive relationship between work hours and intentions to leave current hospital.

It is not about managing retention. It is about managing people. If an organization manages people well, employee retention will take care of itself. Organizations should focus on managing the work environment to make better use of the available human assets. People want to work for an organization which provides appreciation for the work done, ample opportunities to grow, a friendly and cooperative environment and a feeling that the organization is second home to the employee (Bidisha, 2013).

Methodology

A conceptual model was developed based on the intense study of previous literature to achieve the objectives. Work related factors; recognition, work schedule, remuneration, and responsibility were considered as independent variables and retention of medical officers in the preventive health sector was considered as the dependent variable. Of the population of 74 Medical Officers of Health attached to all 18 MOH Offices in the Colombo district, a sample of 64 Medical Officers of Health who fulfilled the selection criteria were included as a survey. A hypothesis of a positive and significant

relationship exists between recognition, remuneration, responsibility, work schedule and retention were developed. A self-administered five point Likert Scale questionnaire which contained questions on factors affecting retention was developed to collect quantitative data. The responses consist of strongly agree, agree, neutral, disagree and strongly disagree. An interviewer administered open ended questionnaire was used to obtain the qualitative data to provide practical suggestions to enhance the retention of Medical Officers. A correlation and multiple linear regression analyses were conducted to find out the relationships and influences among the variables.

Discussion of Findings

The purpose of the current study was to investigate the impact of work related factors on retention of Medical Officers in the preventive health sector in Sri Lanka and to provide practical suggestions to increase retention of Medical Officers in the preventive health sector.

A correlation analysis (table 1) was performed to assess the relationships between independent and dependent variables. The correlation coefficients of Recognition, Work Schedule, Remuneration and Responsibility show positive relationships and they are statistically significant. The strongest positive significant association shows in between Recognition and Retention and its coefficient of correlation is 0.547 at a 0.001 significant level. (r= 0.547, p< 0.001). A positive and statistically significant correlation exists between Responsibility and Retention (r= 0.487, p< 0.001), Remuneration and Retention (r= 0.439, p< 0.001), Work Schedule and Retention (r= 0.422, p=0.001).

The test of multicollinearity was examined by generating via collinearity diagnostics matrix and obtaining Variance Inflation Factor (VIF) and tolerance statistics. The VIF values are below 5 and

tolerance statistics are above 0.1. The findings indicate nonexistence of multicollinearity within the data. To investigate the influences among the variables, a multiple linear regression analysis (table 2) was performed. The results reveal the regression coefficients of recognition, work schedule, remuneration and responsibility are statistically significant. The regression analysis shows the highest magnitude of 1.039 represents the work schedule. It indicates that a positive relationship between work schedule and retention in the preventive health sector. This is significant at 0.01 level. The second highest magnitude of 0.564 is for Recognition and it is significant at a 0.01 level. This indicates that there is a positive relationship between recognition and retention. A magnitude of 0.535 is seen for Remuneration and is significant at 0.01 level. This indicates a positive relationship between remuneration and retention. Responsibility showed a magnitude of 0.440 and is statistically significant at 0.01 level. This reveals a positive relationship between responsibility and retention. As per the regression analysis among all of the four factors, work schedule is the most significant factor which affects retention of medical officers in the preventive health sector.

A study by Ning et al (n.d) among 650 full- time nurses employed in six Chinese hospitals on factors related to job retention showed that amount of work responsibility was a factor contributing for low retention. However, the current study showed a positive and significant correlation between responsibility and retention. This may be due to the facts the studies were on two different staff categories and medical officers are trained and required to take a higher level of responsibility compared to other medical and paramedical staff. In a study by Yaseen (2013) on factors affecting doctors' retention level showed that not

getting proper work schedule/structure was one of the main factors affecting retention. The current study revealed that there was a positive and significant correlation between work schedule and retention of medical officers. The current study provided support on the positive and significant relationship between compensation and job retention in studies by Mabaso (2017) and Chaulagain, (2012). Nel et al (2001) indicated that intrinsic rewards like recognition lead

Table 1: Correlation Coefficients

	Recognition	Work Schedule	Remuneration	Responsibility	Retention
Recognition	r= 1.00 p= NA	r= 0.369* p= 0.003	r= 0.493* p<0.001	r= 0.615* p<0.001	r= 0.547* p<0.001
Work schedule	r= 0.369* p= 0.003	r= 1.00 p= NA	r= 0.563* p< 0.001	r= 0.300* p= 0.016	r= 0.422* p= 0.001
Remuneration	r= 0.493* p< 0.001	r= 0.563* p< 0.001	r= 1.00 p= NA	r= 0.302* p= 0.015	r= 0.439* p< 0.001
Responsibility	r= 0.615* p< 0.001	r= 0.300* p= 0.016	r= 0.302* p= 0.015	r= 1.00 p= NA	r= 0.487* p< 0.001
Retention	r= 0.547* p< 0.001	r= 0.422* p= 0.001	r= 0.439* p< 0.001	r= 0.487* p< 0.001	r= 1.00 p= NA

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

Table 2: Regression Coefficients

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Significance
	B	Std Error	Beta		
Recognition	0.564	0.128	0.489	4.411	0.000
Work Schedule	1.039	0.185	0.580	5.607	0.000
Remuneration	0.535	0.121	0.489	4.418	0.000
Responsibility	0.440	0.113	0.444	3.903	0.000

employees more towards high job performance, motivation and retention. The findings of the current study supported this where positive and significant relationship is existing between recognition and retention.

When considering the recognition to the MOH post, the respondents were least satisfied to with the 'due recognition by others in the medical profession to the MOH post'. This is in line with the more recognition given to the curative sector in general and members of the medical profession also considering curative sector as the more important sector. It is generally perceived among the medical officers that, medical officers in the curative sector draw a higher salary than

the medical officers in the preventive sector through higher overtime payments and holiday pay. The satisfaction level of medical officers with regard to the variable 'remuneration' was lower than the other three independent variables studied. The MOH have a lower chance of working on holidays except during special programmes like dengue control programmes scheduled on public holidays. However, it is not a regular occurrence. Due to non-availability of night duties and on call duties the amount earned as overtime payment is also less. Unlike the medical officers in the curative sector, MOH being field officers are entitled to travelling and subsistence allowance. However, these allowances have very low monitory value and have not been revised for many years in line with the current salaries and cost of travelling. The low level of satisfaction regarding the travelling and subsistence allowance is reflected by low attitude scores for of these variables.

Conclusion

The purpose of the current study was to investigate the impact of work related factors on retention of Medical Officers in the preventive health sector in Sri Lanka and to provide practical suggestions to increase retention of Medical Officers in the preventive health sector. There appears to be no previous study on physician retention in the Sri Lankan context. The current study examined four predictors and their effects on retention of medical officers in the preventive health sector. The results of analyses revealed that there exist significant relationships between recognition, responsibility, remuneration, work schedule with retention of medical officers.

The suggestions to increase retention of Medical Officers in the preventive health sector were obtained through interviews. Many respondents suggested that administrative responsibilities should be removed from MOH. The attitudes

regarding remuneration showed that the respondents were less satisfied with the remuneration compared to other variables studied. This was reflected in the suggestions made. The suggestions included increase of payments made as overtime, increase payments for working on public holidays, increase the rate paid for travelling claim and payment of an allowance for administrative work. Respondents suggested filling of existing vacancies and dividing larger MOH areas to manageable level. Further suggestions were made to conduct regular training to upgrade knowledge and introduction of a proper performance appraisal system.

Practical Implications

This is the first study done in Sri Lanka to scientifically explore the factors affecting the retention of Medical Officers in the preventive health sector. The outcome of this research would be much beneficial for health managers and policy planners to make strategies to retain medical officers in the preventive health sector. Removing of administrative responsibilities from the duties of MOH and appointing a separate medical officer to carry out all administrative functions in the MOH office, increasing payments made for work done outside duty hours, reducing the population allocated for an MOH area to a manageable level by creating new MOH areas by dividing the large MOH areas, appointing more staff such as field staff such as Doctors, Midwives and PHI to fill the existing vacancies, appointing Medical Officers with Master's Degree in Community Medicine as MOH, improving facilities in clinics and the MOH Office, providing regular training to update knowledge of MOH and introducing a proper performance appraisal system which were suggested by Medical Officers to improve the retention in the preventive sector should be taken into consideration by the Health Ministry and take necessary steps to implement them.

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Gamification in Human Resource Management

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Abstract: Research talks about the gamification of the management of human capital. Gamification is not about an immersive environment being digitally recreated; it is about using game components and mechanics to help a company achieve employee engagement and other organizational goals. It is about developing HR and other processes that use best practice ideas from a variety of fields, especially fun and motivation. In addition, the increased pressure on HR to add value to the use of gamification in HR may also provide one way for organizations to quantify their contribution. HR gamification is about being business-oriented, gearing practices towards the achievement of goals and objectives of both players and businesses. With gamification, you inspire individuals to do more than you want them to do and get better at it as well. There are several ways in which game principles in HR can be used. For instance, in HR, gamification can be used to attract, induce, train (learn) and create, engage and retain staff. The possibilities for gamification to be applied to HR extend well beyond those we list here. As well as HR practitioners understanding gamification to actively build gamification strategies themselves, it will also be necessary for these professionals to establish such an understanding to allow them to manage others including external agencies) who on their behalf create and operate gamification platforms.

Keywords: Gamification, Human Resource Management

Introduction

As a way to engage consumers and create loyalty, Gamification has gained a lot of popularity in the online world. While many sceptics still refuse to comprehend how watching a match can have a real business impact, businesses who have adopted external, customer-facing gamification have noticed that there is much more to it than the face sees. These services have immense power to stimulate enthusiasm and affect the behaviour of clients. From traditional and social games to non-game settings, gamification applies behaviour-motivating techniques.

A successful gamification platform really looks more like a loyalty program supercharged when it is extended beyond points, badges, and leader boards to help accomplish specific business goals. Customers are definitely not the only constituents in any business for whom it is necessary to feel engaged and empowered

to promote loyalty. Employees may also benefit greatly from gamification systems that create an atmosphere in which, far beyond rewards and benefits, they feel appreciated and praised for their accomplishments While it is simple to see how gamification in sales can be used to inspire efficiency or even in customer support services to promote quick, satisfying resolutions, any company's Human Resources role can also use gamification strategies to encourage and reward workers to complete important, but often mundane, tasks (Gashi, 2013).

While the whole gamification method is certainly enticing, substantial financial investments are required in order to increase the exposure and significance of the HR department within the organisation. Employees usually seem not to like anything coming from HR, but they definitely like games. Boredom is almost immediately turned into enjoyable times

and great interaction by combining the different and tedious HR procedures with games. Gamification has been found to fit best in corporate activities such as recruiting, training, hiring referrals, growth and wellness. Of course, there are several cases where games, for example, administrative procedures, are not recommended at all. Due to the simple fact that businesses will suffer tremendously, the risks in this case are enormous. All can effectively carry out administrative procedures (Armstrong, 201).

In the field of human resources, since this technique is adaptable to all stages relevant to the workers of the organisations, the effect that can be accomplished on having implemented gamification is raised. For example, at the time of hiring and selecting the workers adapted for each workplace, the game technologies provide great usefulness, training the employees so that they can ideally execute their duties, assess the success and establish a remuneration based on the same one, or even help manage the professional careers of each and every component (Itika, 2011). That is why, because of two key reasons, this work will concentrate on the application of gamification in the field of human resources: on the one hand, the benefits that the tool can contribute to staff management within organizations and on the other hand, the remittance of staff that enter businesses, which is primarily the benefit of staff management within organizations (Kapur, 2020).

Objectives of the Study

The objectives of the research are:
- To examine the effect of gamification in human Resource management
- To analyse the factor effecting the gamification in HR department

- To explore the relationship between the gamification and HR processes

Significance of the Study

What gamification can do for Human Resource Management processes is a challenging question for any organization these days. Gamification of Human Resource Management as a function has no longer been a misconception and has greatly helped workers create an atmosphere in which employees feel appreciated and valued for their accomplishments, far beyond rewards and benefits. Employees are related to company objectives and milestones are extended beyond points, badges and leadership boards. In non-game scenarios such as business environments and procedures, especially in recruiting, training and development, and motivation, gamification is the use of game-thinking and game mechanics to involve users and solve problems.

Scope of the Study

The key to gamification is the manner by which addictive it can progress toward becoming over all ages of individuals and trusts that out of the distinctive focal points gamification has, the prime preferred standpoint is that it urges workers to be locked in with the gamification movement subsequently creating more grounded system in the association. Various associations are utilizing gamification for ability administration, workforce proficiency, preparing and improvement and take advantage of new ability pools through various components like objective setting, neck to neck rivalry, continuous input and rewards. The massive intensity of gamification can likewise be gotten from the way that numerous associations have begun to create components through which the prizes and motivators are

constructed utilizing gamification and is connected with representative execution administration and worker commitment. This has helped the organizations to keep tabs on workers' development towards individual objectives as well as get substantial or open acknowledgment of their accomplishments. These identifications of inspiration can regularly be shared on inward and interpersonal organizations for further deceivability and inspiration.

Literature Review

Introduction to Gamification

The developers who have communicated their concept of gamification are exceptional, but in this study, we have chosen to pick four meanings on the word compared to a portion of the specialists most understandable with the issue. Roker, to start with, (2016) Demonstrate that there is no concept of gamification understood all over for what they believe gamification is the use of diversion components and recreation plan developments in environments that are not amusements.' Then again, Berensonn (2015) suggests that gamification, at the same time, is an invention, a strategy and a method. The learning of components that attract diversions and discern certain viewpoints that are prepared to be converted into amusement or lively elements within an action, assignment or some message in a non-amusement situation. This is to get the consumers interested in an extraordinary way, to invigorate a change in actions or to communicate a message or substance. In other words, it provides an immense, motivating context.

"Ramaliah (2016) provides another meaning of gamification when clarifying that "gamification is not constantly about creating amusements; it is related to changing activities, drawing people, making propensities, gamefully

addressing problems To achieve this use, what we have learned from videogames and conducting speculations on science and inspiration. That means that we apply components and standards of diversion to make work not so exhausting, but rather more enjoyable. Gamification is very good with things being as they are." Yet, making concrete in the zone of the computer games, and he holds that gamification "comprises of the utilization of the methodology and components of the outline of the computer games of settings not the same as the amusement". Consists of using the methodology and components of the computer games outline of settings not the same as the amusement. We may separate the most relevant data from each of these four meanings provided by different specialists and summarize that gamification is an instrument that utilizes the quality of the diversions to achieve points in non-amusement settings.

With respect to the fate of gamification, the specialists end up being self-assured people and believe that it will transform into a fundamental instrument into numerous territories of the life, thusly we can appear as they certify that " we can sit tight for business as usual thing, just that to real scale". Thusly, they contrast the blast of gamification and that of the informal communities and don't envision a managerial future without it. Then again, Brull, (2017) argue a promising future both in the inner gamification and in the day understudy, starting for the regions of HR and deals, yet without leaving of side later on fields as the bookkeeping or the item plan. What's more, they believe that there will be a solid effect of gamification in the legislative issues, the general population organization and the social activism. At long last, the expressions of powerful on having certified that "with the time, the perspectives travellers of this mode will vanish, meeting supplanted with the conviction of which gamification is equipped for creating positive

outcomes. For whatever length of time that the plan is deliberately considered, gamification will have the capacity to work and will be examined as one all the more piece of the apparatuses that the cutting edge officials have to their air ".

Introduction to HRM

Human Resources is the term for the general public employed for the association in total - first used in the mid-1900s and then more commonly in the 1960s. HRM is genuinely representative management with a focus on such staff as company capital. Representatives are referred to once in a while as human capital in this particular case (Osibanjo & Adeniji, 2012). The aim is to make viable use of staff, minimize risk and increase the rate of profitability, as with different business resources. The advanced term for HR creativity, human resource management, has been used more often than the term, HRM, with the far-reaching reception of broad and average companies and various programming associations to handle multiple HR capacities.

Management of human resources (HRM or HR) is the main way to deal with the viable management of association staff so that they allow the organization to take the upper hand, generally known as the HR Department, it is intended to improve representative execution in the management of the key goals of a company. HR is essentially concerned with people's management within associations, focusing on agreements and systems. HR divisions are responsible for overseeing the overview of representative benefits, employee registration, planning and improvement, implementation assessment, and delivery of employee benefits (managing pay and advantage frameworks). HR is often concerned with authoritative reform and mechanical relationships, i.e. the compensation of hierarchical procedures with conditions

that emerge from aggregate dealing and administrative rules (Reenen, 2011).

Normally, the design of Human Resources is to ensure that the organization will advance by individuals. Experts in HR control an association's human capital and focus on reviewing arrangements. In enrolling, organizing, representative relationships or benefits, they may represent considerable authority. Enlisting pros find top ability and contract it. Experts in planning and enhancement ensure that members are trained and have nonstop success. This is accomplished by the preparation of plans, performance reviews and incentive programs (Mwaniki & Gathenya, 2015). Representative partnerships handle employees' interests when plans are disrupted, such as in situations of badgering or separation, for example. Someone produces compensation scales, family-leave projects, rebates and other incentives that employees will earn in benefits. Human Resources Generalists or colleagues are on the opposite side of the field. These specialists in human resources may work in all regions or be agents working with unionized members in working relationships.

HRM is a consequence of the growth of human relations in the mid-twentieth century, when specialists began archiving techniques in the critical management of a business to build business esteem. At first it was dominated by value-based jobs, such as finance and benefits organization, but due to globalization, organizational solidification, mechanical developments, and further research, HR concentrated on key activities such as mergers and acquisitions, capacity management, progression management, modern and work relationships, and decent variety and consideration from 2015 onwards.. Most companies concentrate on reducing staff turnover in the new worldwide workplace and retaining the capability and knowledge kept by their employees. New

enlisting entails a staggering cost and poses the risk of a novice not having the potential to replace the person who previously worked in a situation (Ekuma, 2015). HR divisions endeavour to offer advantages that will engage labourers, in this manner diminishing the danger of losing corporate.

Gamification in HRM

Organizations for the most part utilize these gaming standards to strengthen client's and representatives' enthusiasm for a brand and develop their commitment. In the present exceedingly aggressive condition each organization incorporates at least some Gamification innovation on their entries. This might be profile rating, any commitment action, Loyalty programs, wrapper amusement prizes, shrouded tokens, mimicked diversions, representative of-the-month plans or anything that necessities collaboration from the client or workers. The most fundamental assignment of any HR specialist is sourcing ability and drawing in workers in the organization (Hennigs, et al., 2013). They have to guarantee that they have champions over the association. For this they need to ensure that the hopeful's abilities fit well with the organization's necessity and culture. At the point when Gamification is connected to the HR procedure, it brings a few advantages; the procedure of applicant end is substantially quicker as it enables organizations to test particular aptitudes like time management, inventive and creative reasoning and so forth. Gamification's device, regularly known as "genuine recreations", can possibly uncover the at work execution of the competitor by giving him a re-enacted stage of the job.it additionally helps in divulging real conduct and capacities of the hopeful. Gamification is appealing and came as an imaginative stage for the organizations. It accordingly helps in building up the brand as a pioneer in its field, particularly among youth.

Lai, (1995) considers it to be an instrument to cause enthusiasm among the young for working with assembling industry. This was useful for the organization also, on the grounds that a player who has invested hours in for all intents and purposes running a manufacturing plant would perform better in genuine terms as he is now comfortable with the entire procedure. Presentation of any new innovation or process includes chance (Simpson, 2015). Subsequently, arranging any amusement for HR process needs appropriate examination and requires consistent checking. Scarcely any focuses are to be considered before consolidating Gamification in HR process. Before we intend to incorporate Gamification in any procedure of the organization, it is imperative to have clear objectives regarding why we require Gamification and what we need to gauge accordingly. The components of Gamification are generally responsible for Likes and offer. Be that as it may, here the essential thing to comprehend is the thing that our definitive objective is i.e. on the off chance that we need to make a buzz or it is for brand mindfulness or is it for urging abilities to experience the vocation destinations and investigate openings (Joy,2017). At the point when Gamification is associated with HR, it ought to move the possibility to connect with the association's vocation destinations and internet based life profile. The substance ought to be basic, intelligent and engaging, yet should dependably incorporate the standards of Gamification. Studies and page evaluations are couple of precedents that can be utilized to build the cooperation level of the site. Additionally, the Gamification ought to be arranged in a way that it approached various hopefuls' touch-point crosswise over various geological zone (Küpper, 2019). Including in Gamification produces information, in type of execution in the amusement and input. The amusement must be outlined in

a way that it empowers the business to see more about the potential hopeful, or the player. This would help the business during the time spent disposal and now the business is more educated about the chose ones too (Dicheva, 2015). The diversion ought to not just connect with the player or the hopeful, it must profit the HR specialist as well as must give the player the bits of knowledge of the association.

Acquainting Gamification with the profession site includes an abnormal state of advancement and uniqueness, yet in its chic personation associations think that it's hard to keep up long haul commitment. Greenhill (2014) said "While Gamification helped for beginning consideration, numerous organizations think that it's difficult to keep up long haul commitment after the underlying eagerness wears away". Along these lines organizations need to make a genuine amusement which animates long haul commitment. One should recollect forget, "No two diversions are similar". Organizations must approach enrolling and determination based genuine diversions uniquely in contrast to the approach genuine amusements for other management forms like getting the hang of, preparing and improvement. There is part of extension to diversion the amusement; subsequently an incredible requirement for security emerges to make genuine recreations for enlisting purposes(Dicheva,2015).While in preparing condition if the player cheats, he at last cheats himself as they are passing up on learning chances however with regards to contracting, if a player cheats, the entire association is bamboozled. Gamification changes over the exhausting and baffling undertaking of HR into a fun component. Gamification encourages bosses and HR specialists to make enthusiasm of qualified applicants in their employment opportunities and organizations. Gamification lifts and fabricates the business mark by separating

the organization from the opposition. Data innovation explore firm Gartner anticipated that more than 70% of Forbes Global 2000 associations will have no less than one gamified application by 2014, with a conviction that 25% of everyday business procedures will utilize parts of Gamification (John, 2016).

Gamification in Recruitment

Sourcing talent and engaging workers in the company is the fundamental role of any recruiter. Those who need to ensure they have leaders in the business. For this, they need to ensure that the abilities of the applicant fit up with the criteria and culture of the company. Gamification offers many advantages when applied to the recruiting process (Joy, 2017). The removal of candidates is achieved at a much quicker rate as it helps businesses to test unique skills such as time management, imaginative and innovative thinking, etc. This allows the applicant to grasp the data about the organization and practices while having fun. The Gamification tool has the ability to bring out the candidate's on-the-job success by providing him with a virtual job platform (Joy, 2017).

Gamification preparation in Recruitment

The implementation of any new technology or method entails significant risks. Therefore it requires careful consideration and regular monitoring to prepare any game for the recruitment process. Before integrating gamification into the recruiting process, organizations should take some measures.

Consider the priorities: It is important to have specific objectives on why the business wants gamification and what they intend to evaluate as a consequence before deciding to use Gamification in the phase of the organization. The elements of

Gamification, for example, are generally accountable. Share and Likes. Clarity over the end objective to be accomplished should be there. It involves building awareness of a buzz or brand and inspiring talent to go via the career pages and discuss possibilities.

Engaging: It can inspire applicants to connect with the company's job pages and social media accounts while integrating Gamification into recruitment. The content should be easy, interactive, and enjoyable by sticking to the principles of gamification. The site's engagement levels can be improved by the use of surveys and page reviews.

Unveil the real candidate: As a result of participation in gamification, data generation in the form of results in the game and feedback takes place. An integrated process should be in place in the game that helps the employer to learn more about the potential candidate or the player.

Multiplayer Sports for Different Approach

Then incorporating gamification in recruiting, the employer should still note the "o two games are alike" rule. Businesses must approach serious games based on recruitment and selection differently than they approach serious games for other management processes such as learning, training and growth.

Gamification & Training & Development

Gamification is all about using game and thought in non-game applications, and recognition in the area of learning and development is growing. The goal of gamification in learning and development is to promote both enjoyment and commitment by capturing the attention of learners and encouraging them to continue

learning through the learning experience. In addition, new technology and games are growing in the field of learning instant input from the multi-generational workforce and space for growth (Armstrong, 2018). Because of the assumption that it helps and motivates students, gamification often begins with education and can therefore contribute to improved learning processes and performance (Domínguez & Saenz-de-Navarrete, 2013).

The effect of Gamification on the motivation and success of students is an important topic, as there has been increased interest at the college level in gamification. Well done gamification provides the learner with opportunities to collaborate and communicate with others and solve problems as well as gain immediate performance feedback (Ferrell, 2017). Technology advancements provide businesses with increasingly creative ways to motivate employee efficiency. Although the role of extrinsic incentives (for example, the design of pay-for-performance contracts) is emphasized by conventional management control systems, businesses are increasingly seeking to increase intrinsic motivation. Gamification, which aims to make learning fun in its own right, is one example (Armstrong, 2016). Gamified training, on the other hand, can distract the attention of employees from more significant tasks. The literature has shown some evidence that games for some people can be "addictive".

## *Gamification and Engagement & Retention*

Gamification may also be a strong instrument for employee involvement and participation in the work processes. Gamification is seen as a way of coping with repetitive tasks and having a deeper meaning in the operations of the job. Knowing that game elements produce meaningful emotions, businesses may

induce the requisite behaviour and thereby improve the productivity of the employee (Buell, Cai, & Sandino, 2019). Strong work team ensures that workers perform their work effectively, easily and with the requisite enthusiasm. Two primary tasks of most employers are to build this team and establish favourable working conditions. There are different ways of involving workers, but first of all, knowing the idea of motivation and its types is necessary (Ērgle & Ludviga, 2018).

Methodology

The overall procedure brings the reader through this analysis approach. It is simply intended to provide a summary of the entire technique chapter. The chapter consists of structural elements in logical order, beginning with the analysis phase that describes the work flow. The theoretical structure and definition of variables are followed by the method. The above definition describes the variables and then defines them in order to elucidate their respective functions in the overall analysis (variables '). Hypotheses include the alternate and the null. In their contextual positions, they must be viewed as they are. This implies that the theories are strictly applicable to the relationships described. In line with their associated measurements, the variables have been defined and presented, thus concentrating on their importance in the research sense. The research approach proposed in this research is based on three characteristics: freedom, deductive logic and pioneering strategy (as opposed to inductive reasoning) (Schechter, 2013). An independent analysis allows the researcher to pursue a degree of non-conformity with the convention, such as the strict implementation of primary data collection laws, which prevents the respondent's transparency. The remaining chapter in the methodology outlines the analysis process and the analytical methods and techniques that this researcher adopted in the report. Finally, the presentation of the outcome was carried out with greater emphasis on the qualitative findings produced by quantitative analysis.
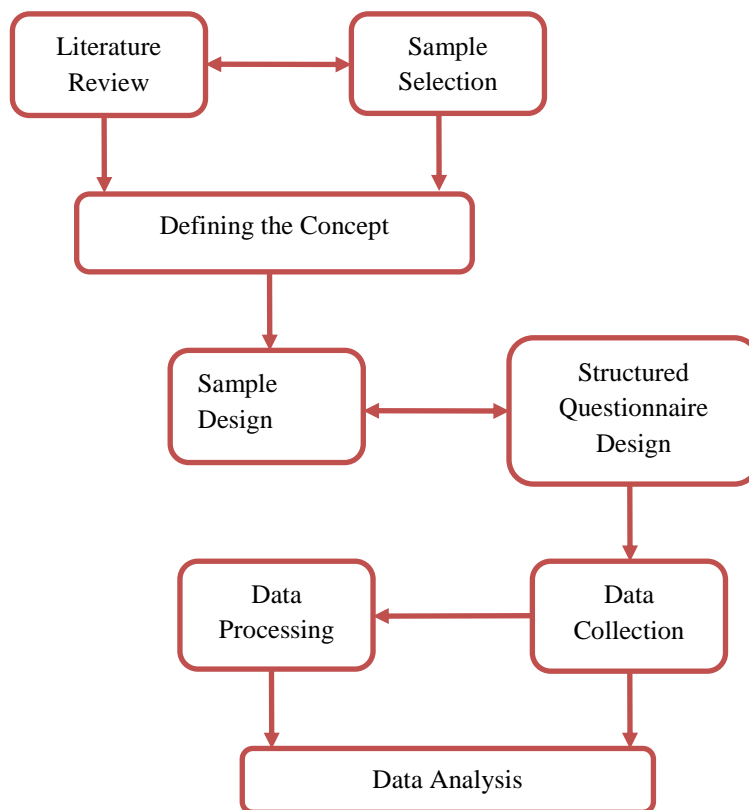
Figure 01: Research Process

In this section, the innovation and implementation elements of this approach are illustrated. The study process begins with the literature review, as per the above diagram, which in turn is related to the collection of population samples for the survey and the sample. The term description process is accompanied by literature review and population sample collection. The idea definition stage is followed by the design of samples and the formal design of questionnaires. Both data collection and analysis are accompanied by the latter step. It should be noted here that the processing of data is carried out as a precursor to the analysis of data to concentrate attention on the process of classification as an integral aspect.

Conceptual Framework

The conceptual framework (Figure 02) was developed by this researcher with a view to illucidating the correlations between variables and their impacts. The framework describes the three hypotheses. H1 shows the independent variable "Recruitment and Selection" and the related dependent variable "HR Gamifications". H2 shows the correlation between Training and Development versus HR Gamifications. H3 demonstrates the relationship between "Engagement and retention" versus HR Gamifications. Here the correlation is very important.

Independent Variables   **Defendant Variable**
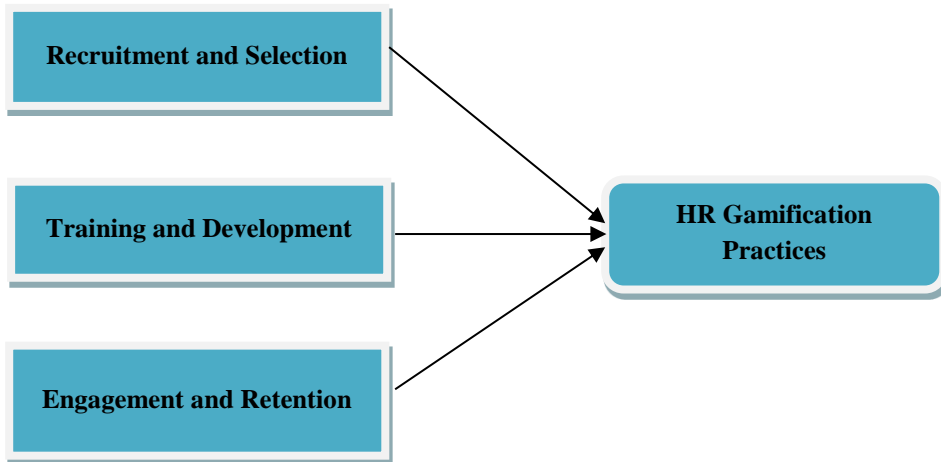
Figure 2: Conceptual Framework of the Study

Research Strategy

This research would follow the approach of exploratory research. Three elements characterize the exploratory research approach: Independence

- Deductive logic
- Pioneering approach

An autonomous methodology must be followed by the researcher, which effectively means that the research scientist has a greater degree of independence to determine the choice of variables and their scope of application. The researcher will thus follow a free style of investigation that seeks to create associations between a number of variables and between them (Steyaert, 2011).

In this research approach, deductive inference or reasoning mechanism will be functionality driven. Didactic reasoning would however be resisted when describing formative assessments. In other words, the logical reasoning method can only determine the degree of validity associated with the premises available regardless of the didactic existence of the majority of the research currently available on the subject (Steyaert, 2011).

The research approach will be a ground-breaking endeavour by other studies examining student achievement for planning betterment. In other words, to generate some authoritative and initial conclusions, the study hypothesis of this paper and the related methods are intertwined.

Research Design

This technique for research comprised of secondary analysis. In its course of analysis, the research adopts deductive reasoning or logic. Deductive reasoning refers to the process of drawing concrete inferences from general concepts, as the name suggests. In many other words, it is about drawing specific or particular conclusions from general data. A research methodology like that has its own merits. The research effort, for example, may be directed and geared towards specific results predefined by the researcher at the

beginning. The nature and presentation of outcomes will also be analytical and descriptive (Goel, 2005).

Discussion & Findings

HR Gamification in Recruitment & Selection Initiatives

Gamification is a methodology which has been conveyed to us by current innovation, and one which has been gathering steam in the previous couple of years. There has been a ton of discuss utilizing gamification in training, and also dialect adapting, yet there are just a couple of models of it being utilized effectively in business. One region where gamification can be utilized to profit the two gatherings is enlistment. The enrollment specialists name absence of right applicants as their most serious issue and some of them are beginning to utilize gamification as methods for making a choice among the hopefuls. For instance, there is an organization called Knack, which, rather than the standard exhausting meeting, gives a diversion called "Wasabi Waiter", where organizations need to assume a job of a server. Yet, while the amusement may look charming and fascinating, it was really composed by a group of creators, engineers, and also information and social researchers. The diversion estimates the responses, the manner in which organizations act around the clients, watches which territories of the screen organizations contact the most, and an entire cluster of different elements which are critical to the organization organizations are applying with. Where potential representatives are required to investigate a given district and press out however much vitality out of it as could be expected by taking care of issues and riddles. It was created as reenactment of the genuine armed force, allowing the scouts to acquaint themselves with the armed force at their very own pace. However, it is likewise utilized an apparatus for screening and choosing the applicants. Spotters and ability procurement experts are equipping their diversion to win the war for ability. They are always vigilant for new and imaginative approaches to all the more likely draw in, connect with, and survey potential hopefuls. One such aptitude that they should learn is to coordinate most recent innovations with the employing procedure. Innovation is the driver of proficiency and exactness, and scouts must not exclusively be proficient yet in addition exceedingly viable at getting the correct ability on board. A fascinating suggestion that enrollment specialists are playing around with is the use of gaming to the enlistment pipeline. So whenever organizations toy with evaluating an applicant by making him or her play an amusement on the cell phone, don't be shocked. Gamification in procuring and determination is the following enormous advancement.

HR Gamification in Training & Development

Businesses regularly make competitors step through short examinations (fitness, identity, and so on.) to decide the aptitudes, job, and social fit. Regularly, extraordinary devices are required to quantify every one of these fits. In any case, a diversion is near a genuine portrayal of the working environment and the activity job. Since the applicant is playing it "live in real life" it introduces an open door for the assessor to assess whether the competitor fits the "live employment". It resembles a trailer depiction of the greater film, giving a more sensible evaluation of competitors' abilities and fitness. An organization that a utilizations amusement in any of its procedures frequently gets open consideration quick. Take the instance of the Google Code Jam, the gamified coding challenge which backs up as an ability exploring instrument. Each geek would

endeavor to be a piece of this test and accordingly opens up a channel to work for Google. Ensure organizations share that organizations are utilizing gamification via web-based networking media and other manager marking channels—it is probably going to interest the capable competitor and make him/her apply. Gamification is being viewed as the go-to instrument for procuring as well as for learning and improvement, representative commitment, and worker maintenance. They can likewise be utilized to impart a solid feeling of rivalry and can be entwined into the prizes and acknowledgment or wellbeing and health motivation. The thought is to utilize amusements to inspire wanted worker practices, by outlining them in accordance with the organization objectives and qualities.

HR Gamification in Engagement & Retention Strategies

Gamification results in a swifter learning process, more prominent learning maintenance and enhanced conduct alteration. Not far off, these mean more accomplishment for the organization, frequently as expanded profitability, an arrival of intrigue, representative devotion and consumer loyalty. A study done by the Aberdeen Group demonstrated that associations honing gamification saw a 48% change in representative commitment (when contrasted with 28% with associations who did not execute gamification), and a 36% change in worker turnover (when contrasted with 25%). These considerable contrasts in change point to the advantages of utilizing diversion like situations to persuade and empower workers. In a procuring situation that is progressively populated by twenty to thirty year olds—the vast majority of which grew up playing computer games, and a significant number of which report low levels of representative commitment—gamification might be the

most ideal approach to approach the onboarding procedure.

Conclusion

The research explores the integration of human resources planning. Gamification is not about digitally procreating an interactive or contract, it is related to the use of diversion elements and mechanics to help an organization achieve employee engagement and other authority objectives. It is related to detailing HR and various procedures using best practice thoughts from a variety of fields, specifically fun and inspiration. In addition, the use of gamification in HR will also include one method to associations to quantify this dedication with growing weight for HR to include esteem. HR gamification is related to being company, intending activities to achieve both player and company destinations and goals. With gamification organisations, individuals are urged to achieve a greater deal of what companies need them to enhance. There are different ways in which diversion concepts can be used in HR. Gamification can be used in HR as templates to draw in, draft, prepare (learn) and build, link with and keep employees. The open doors for the use of HR gamification extend a long way beyond those we see here. And in addition to understanding gamification by HR experts to effectively establish gamification methodologies themselves, having such an understanding would also be essential for these experts to enable them to handle others (counting outside offices) who create and operate gamification phases to their advantage.

In the online environment, Gamification has gained a lot of consideration as an approach to interacting with consumers and creating commitment. Although multiple cynics still fail to see how playing a diversion can have a real business effect, companies that have executed external

gamification confronting consumers have realized that there is much more to it than the eye meets. These ventures have a colossal capacity to encourage and influence consumer behaviour. Gamification applies behaviour rousing techniques to non-amusement environments from traditional and social recreations. An effective gamification software really looks more like a commitment program supercharged when it is expanded beyond emphasis, identifications, and pioneer sheets to help achieve real business goals. Completely, consumers are not the only constituents of every company for whom feeling drawn in and excited is essential for fostering unwaveringness by all accounts. Workers may also benefit essentially from gamification systems that create a situation in which they feel perceived and remunerated for their achievements, like past wages and benefits While it is difficult to understand how companies can use gamification in deals to rouse execution or even in customer service administrations to improve fast, agreeable goals, every company's human resources skill can also use gamification systems to boost and reward members for achieving imperative tasks, but frequently every day.

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Impact of Training & Development and Supervisor Support on Employee Retention in Selected Private Banks in Sri Lanka: Moderating Role of Work Environment

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Abstract: This research intended to examine the impact of training and development and supervisor support on employee retention in Sri Lankan private sector banks. Moreover, the current research also examines the moderating effect of the work environment on the association among training and development, supervisors support, and employees' retention. Research on training and development and supervisor support and their effects such as employee satisfaction, commitment, and retention have infrequently been conducted in banking sector in Sri Lanka. Data were gathered on employees' opinions about training and development and supervisor support and their effects by a structured questionnaire. Sample consisted of 150 executive level employees who are working in different departments of branches in three private sector banks in Sri Lanka. Multiple Regressions, Cronbach alpha, Pearson correlation coefficient and descriptive statistics were deployed for different analyzes of this research. The conclusions of the research exposed that training and development and supervisor support are significant predictors of employee retention. In the same way, the findings also exposed that the work environment moderated the association among training and development, supervisors support, and employees' retention. Finally, the implications, limitations and recommendations for further research were discussed.

Keywords: Employee Retention, Supervisor Support, Training and Development, Work Environment

Background of the Study

The banking segment in Sri Lanka has played a significant role in the country's economy. In modern days, the banking industry has experienced substantial fluctuations in scope and the features of its environmental surroundings. Technological improvements, improved rivalry, the opening out of economic activities, as well as the rising multiplicity of consumer needs have contributed to boost the scope of banks' services (Al-Jarrah, 2012). In this case, to survive in the dynamic and chaotic environment the banking sector must extensively focus on its human resources.

In the present era, the greater part of organizations is looking for the most excellent ways to advance their industry routine and accomplishments by mounting and implementing innovative workplace applications that improve an unrelenting degree of employment satisfaction. On the other hand, human resources are accepted as a significant tool to enhance consumer contentment, customer trustworthiness and customer maintenance. Human resources are considered as the most imperative assets of an institution, nevertheless very few institutions are capable enough to entirely control their prospective in a favorable way (Ahmed & Schroeder, 2002). Also, human resources are the main driver that ensures the effective and efficient exploitation of resources to realize institutional goals and objectives. Human Resource Management practices are the enablers of Human Resource Management. There are several

important Human Resource Management practices that should enhance the smoothness of the organization's business strategy. Previous researchers defined the greatest imperative extents of Human Resource Management, including job design, collaboration, recruitment, training, career management, performance evaluation, compensation and supervisory support (Shahraki et al., 2011; Walia & Bajaj, 2012; Saba, 2011; Sohail & Delin, 2013). Therefore, many researchers have emphasized that training and development and supervisor support are cresting impacts on the employee retention. (Edger & Geare, 2005; Walia & Bajaj, 2012; Saba, 2011, Sohail & Delin, 2013).

Employee retention is a method by which staffs are encouraged to stick to the institute and this concept is mutually gainful for both the employees and the institution (Akila, 2012). Human resources are the most important assets in service organizations like banks. Hence, the banks need to address their human resources efficiently and effectively to achieve the competitive advantages. In contemporary business era, employee retention is measured as a most debated area because with the highest work pressure most of the organizations are experiencing employee turnover. Hence, employee retention will be a key important area in relation to the competitive advantage. As per Mahmood and Zafar, (2016) holding a large number of capable employees within an organization will offer an important source of competitive superiority for an institution. Presently, most organizations compete with each other through employing distinctive training and development and supervisor support applications and as a result of globalization institutions can employ the best conversant training and development and supervisor support practices in order to

achieve organizational goals. Adopting the finest training and development and supervisor support practices is mutually beneficial for worker and establishment, and it provides an important contribution to the productive progress of the institution (Jeet and Sayeeduzzafar, 2014).

According to Edgar and Geare (2005), they have explained that the working environment denotes the providing of a noble and harmless place to work in. The work environment can be considered as factors which influence employees' choices to continue employment within the institution (Zeytinoglu and Denton, 2005). The work environment has a tendency to have confident or undesirable influences on particular job outcomes, such as participation, obligation and the objective to continue employment within the institute (Ollukkaran et al., 2012). Simply we can categorize all factors which impact the methods of employee performs their duties and tasks. Also the quality of the employee's work place environment heavily influences on the degree of employee inspiration and subsequent performance.

It has been noted, from previous studies, that most researches have focused on the significance of employee retention but have not comprehensively focused on training and development and supervisor support on employee retention. As per Asma et al, (2015), training and development and vocational expansion chances have a boundless and substantial affirmative association between employee retention. Hence, it is suggested that organizations must concentrate on training and development for reducing the employee turnover intention. Also, Bodjrenou et al., (2016) revealed that institutional culture, training and development, autonomy, supervision and leadership have impact on employee retention. As per Kyndt et al., (2009) there is an encouraging association

among the learning perception and work atmosphere and employee retention.

When it comes to the Asian context, only a few studies have been performed to ascertain the influence of training and development and supervisor support on employee retention. (Asma Z. et al, 2015; Akila R, 2012; Sinha C. and Sinha R., 2012; Wijesiri et al., 2018). But the present researcher couldn't find any research which is directly linking with the impacts of training and development and supervisor support on employee retention, and work environment as the moderating factor in relation to the banking sector.

Hence, the researcher identified the research gap in the banking industry, Sri Lanka in relation to the training and development, supervisor support and employee retention. Further, the researcher has emphasized the importance of human resources to the service industry. Since the superiority of the service is depending on the quality of the human resources of the institution, service institutions must extensively focus on their human resources and the retention of skilled employees. Hence, the researcher has chosen the banking industry which is mostly affected by the quality level of the human resources. The activities of the banking industry are always linked with the word called "relationship". Here relationship indicates to the connection among the banking staff and the client. As per the literature, very few researchers have addressed the effect of training and development and supervisor support on employee retention considering the work environment as a moderating variable in the banking cluster in Sri Lanka. Hence, this research aims to seal this gap recognized under the literature in relation to the banking industry in Sri Lanka.

Objectives of the Study

The objectives of the research can be identified as follows:

- To determine the impact of training and development on employee retention in selected private banks in Sri Lanka.
- To determine the impact of supervisor support on employee retention in selected private banks in Sri Lanka.
- To identify the moderating role of the work environment between training and development and employee retention in selected private banks in Sri Lanka.
- To identify the moderating role of the work environment between supervisor support and employee retention in selected private banks in Sri Lanka.

Significance of the Study

The banking industry is the heart of every economy. In the present technological era, customers are well equipped with information. Hence, banks always need to have a great customer relationship management and keep the customer coming back. Since the small numbers of studies that have taken place in relation to explain the influence of training and development and supervisor support on employee retention and the moderating role of the work environment in the banking industry in Sri Lanka, this study would be helpful to take the decisions within the Sri Lankan banking segment. The conclusions of this investigation would be helpful to make managerial decisions and also will enhance the competitive position of the organization. Further, the findings of the study could be relevant to the government banks as well as other industries.

The findings will help to enlighten the literature in training and development, supervisor support, employee retention and the moderating role of the work environment. Furthermore, findings of the study will indicate whether the training and development practices, supervisor support practices and work environment practices could be applied to develop the employee retention in private banking sector.

Literature Review

With the intention to demonstrating the fundamental hypothetical and practical basis in place of this research, this section describes the literature on training and development, supervisor support and work environment and its influence on employee retention. This has been done over a wide spread examination of books, articles and web pages.

Training and Development

Training and development could be identified as a most vital attributes that is very crucial in enabling not only the level of productivity but also the expansion of staffs in any organization.

Training and development denotes a methodical expansion of knowledge, skills and attitudes essential for staffs to complete a prearranged duty or work effectively (Olaniyan and Ojo, 2008). Further, they stated that training programs enhance employees' productivity, proficient progress, and smooth and highly effective institution's processes also the same study discloses that training has a vigorous role in the accomplishment of an institution as it offers the employees a chance to grow their capabilities. Training and development requires the pre-organized training and improvement agendas for staffs, both as individuals or groups, by the solitary drive of advantaging equally

for staff member and organization (Heathfield, 2012). Quartey (2012) describes training and development as a prearranged learning agenda intended at distribution of experience with the staffs regarding the culture of the organization. The practice of training and development varies from the required job skill level and the required workplace skill level and is intended at developing staffs' leadership talents, their inventive attitudes and conflicts resolving abilities (Quartey, 2012). Martin (2003) stated that an institution that offers training to advance its existing employees' capability and talents effortlessly manages to hold its employees. Further, Winterton (2004) discussed that inability to finance in training and development may possibly cause to poorer degrees of employee retention. Training and development normally associates facilitating employees the knowledge and skills mandatory to perform a specific work or assignment (Werner & DeSimone, 2006), improves skills, knowledge, abilities and capabilities and in the long run employee performance and productivity in organizations (Cole, 2002).

Training and development of staffs is obvious for organizations that seek to advance and continue competitiveness in the emerging business surroundings. In the uncontrolled business setting organizations are mandatory to act in order to stay competitive, and one technique of doing so is via employee training and development (Lyons, 2008).

The key purposes of training and development are to advance the abilities of the apprentice, creation of goals for diverse requirements and means of accomplishing it. The training objective is more imperative because it concludes the design and content of the training programme. As per Sari (2009) the purposes of conducting training agendas for staffs is to train the staffs concerning organizational rule books, mission and to

delivers technological information/knowledge to their responsibilities to perform their duties successfully, and to eliminate all the limitations of work. Jacobs and Washington (2003) mentioned that investing in the training and development of employees is an effective plan to develop a competitive human resource pool. Training and development increase success of quality project, reduce project failures and deficiencies, reduce staff turnover, minimizes supervision, and enable progress, larger competencies to convey more project and variations in employees behavior and prepare the employee for future job requirements (Nel et al., 2004) .

Supervisor Support

The concept called supervisor support is expressed as supervisors value the employee's involvement and contribution to the organization and wants them to be happy. Supervisors are the representatives of the organization who evaluate employees' performance and are responsible for the management. According to previous studies (Rhoades and Eisenberger, 2002; Tan, 2008; Putter, 2013) it has been identified that supervisor support is the focal point and that it can be influenced to organizational outcomes as well. Since, the present work context is more complex due to a technology-driven environment, adequate support from the supervisor must be received by the employee to continue his/her work without any stress.

Supervisor support identifies as the supervisors' behaviour in supporting staff to exhibit the abilities, understanding, and attitudes gather from the training procedure (Rhoades and Eisenberger, 2002). As per Tan (2008) explained that supervisor support as interactive associations amongst superior and subordinate in the institution. Providing of said help is crucial for

improvement, inspiration and holding of competent employees (Lee, 2005; Bigliardi et al., 2005). As per the Putter (2013), the help could be in ways of expressive, influential, and together helps which are delivered earlier and subsequently to the training program. Provision of feedback also considered as a type of supervisor support (van der Klink et al., 2001). Since feedback is comparatively considered as an element of supervisor support, the supervisor recognizes parts of staffs requires to enhance in the future, inspiring employees to adhere the training agenda, and assist staffs to execute the erudite talents after completing their job.

Supervision can be incredibly gratifying when rightly applied and unfavorable when it incorrectly applied. Hence, the adequate attention must be given to the factors affecting effective supervisor support. Supervisors who are over controlling can unintentionally hold up the work flow by imposing even the easiest assignment to have supervisor's approval. An uncontrolled management style also can be a problem. Because, when supervisors are not involved or not available, there will not be any one to direct or guide the employees. Hence, attention must be given to have a balance between the point where there is no control and to the point where there is over control.

Work Environment

Among the previous scholars who have done studies regarding the work environment, Edgar and Grace are the leading scholars. According to Edgar and Geare (2005) the working environment represents the providing of an excellent quality and secure station to work in. Further, as per Shalley et al., (2010) each and every organization should feel the necessity of making an inspiring work environment to assist employees completely utilize their competencies.

Following are some of the attributes of work environment explained by previous researchers.

- Supervisor help, upgrading positions, association with colleagues, common work surroundings (Richards, O'Brien,et. al., 2005)
- Societal support (Haggins,2011)
- Supposed organizational support (Casper, et. al., 2002)
- Contribution in decision making (Subramaniam & Mia, 2001)

Moreover, Briner, (2000) identified the work environment as an extremely wide character that consists of the material surroundings (e.g. heat, tools etc.), structures of the duty (e.g. workload, job complication), vast intuitional characteristics (e.g. traditions, the past records) and also characteristics of the additional intuitional surroundings (e.g. local labor market circumstances, industry segment, work-home relations). Opperman (2002) describes work environment as comprising with three core secondary environments. Those are, the technical environment, the human environment and the organizational environment. Technical environment denotes tools, equipment, technical infrastructure and other physical or technical fundamentals. The technological environment generates essentials that facilitate staffs to execute their own job responsibilities. The human environment denotes fellows, other people with whom workers communicate, group and job teams, communicational problems, the direction style and the administration style. This environment is planned and prearranged in such a technique that gives confidence by casual relations in the employment surrounding that will generate the chance to distribute knowledge and swap thoughts can be improved. This will be the foundation to accomplish the utmost efficiency. Institutional environment consists of systems, actions, applications, ethics and viewpoints. Management team has the influence over the institutional atmosphere. Performance measurement scheme where employees are recompensed on numbers, hence employees would have slightly lesser concern in supporting those employees who are trying to advance excellence in quality. Hence, problems of the institutional surroundings limit the employee's efficiency.

Employee Retention

The crisis of lower employee retention is not a new concept to organizations and it has constantly been a challenge for employers. As per Singh and Dixit (2011), employee retention denotes to the diverse approaches and procedures which create reasons for staffs to stay within an institute for a lengthier time period. Similarly, as per Hom (1995), employee retention is a procedure via which workers are convinced to continue their employment in the institution for longer periods. According to Zineldin (2010) employee retention can be seen as a responsibility to keep on doing duties on a permanent basis.

Agrela, et al., (2008) mentioned the requirement to consider on the aspects that affect retention which leads to enlargement and success of institutions. Most researchers indicate that tendencies re define contemporary retention tactics move from the conventional pay and remuneration packages (Kyndt et al., 2009) and compensation (Feldman 2000, Kyndt et al., 2009) embracing employee motivation (Thomas, 2000; Kyndt et al., 2009), as one of the main aspects to accommodate the variety and extended continuity of the staff in the institute. Retention aspects integrating the requirements and requirements of workers at any age category improve degrees of personal job satisfaction,

constancy, and dedication (Boomer Authority, 2009; Kyndt et al., 2009). Cunningham (2002) and Kyndt et al., (2009) mention that workers rank their appreciation, flexibility and training as main concerns for long term service, whereas Walker (2001) and Kyndt et al., (2009) stated as scheduling a helpful education and functioning background for worker retention. Additionally, professional growth (Boomer Authority, 2009), institutional dedication (Patrick Owens, 2006), communiqué (Gopinath & Becker, 2000) and supervisor subordinate bond (Zengeret al., 2000) the aspects recognized for the lengthened stay of the workforce in the institute.

Previous Studies of Training and Development on Employee Retention

Training and development supports to enrich the workers' degrees of dedication and trustworthiness, resulting workers to continue the employment for a lengthier period of time with the institute, thus it reduces turnover and increases retention (Samuel and Chipunza, 2009). As per Forgacs (2009) and Paré and Trembley (2007) training and development is considered as imperative constituents of HRM activities that manipulate workers' degree of job satisfaction, which in return, may influence employees choice on continuing employment with the institution. In the same way, the social exchange theory (Blau, 1964) excessively confirms this concept. As per the research findings it can be decided that when an institute grants adequate training and development chances, their staff are better satisfied, and thus continue their employment with the institution for a lengthier period of time.

Ramu (2006) presented in his research that designing and implementing an effective

training and development agenda was an investment for the present whereas the benefits will be harvested in the future. Kyndt et al., (2009) exposed that training has a prospective to alter the turnover feelings and is an imperative aspect that supports in creating the intention of turnover. Those workers that are greatly devoted to the organization have lesser turnover feelings. Trainings primarily convey connection between dedication and retention. Abdulkadir et al., (2012) have measured training as an investment, the institution accepts the entire expenses of training staff which ultimately perform as an investor and anticipate a replication in the shape of dedication and retention of staff. Barringer, (2005) prepared a comparison of fast- growth and slow growth firms, he established that fast-growth firms utilized training of staff to attain their objectives and put additional importance on development of staff to a considerably higher degree than their slow-growth counterparts. These contributions by authors illustrate that training is certainly connected to occupational satisfaction and staff retention.

Similarly, Martin, (2003) also stated that an institute that offers training to develop its existing staffs' capability and talents effortlessly manages to hold its staff. In the same way, Lee and Bruvold, (2003) established an important connection among training and development and employees retention. Alternatively, Haines et al., (2010) argued that training and development possibly diminish employee retention; by developing their talents which possibly create they further desirable to other institutes. Likewise, Batt et al., (2002) also claimed that training and development does not certainly control staffs' retention.

Therefore, as per these explanations it is obvious that there is no comprehensible

clarification concerning the characters of the association among training and employee retention degrees, as various researches have concluded incompatible conclusions. Therefore, owing to the contradictory outcomes and absence of an obvious justification of the association's nature, extra examination is required to understand well the association among training and employee retention.

Previous Studies of Supervisor Support on Employee Retention

This section intends to elaborate the previous researchers' findings in relation to the linkage among supervisor support and employee retention.

Training and development programmes cannot be real in the absence of background that helps them. Any effectual agenda is required to have powerful help from top level management, and they are required to act as encouraging replicas to lower level employees (Zenger et al., 2000). Supervisors assign on a fresh task when an institute concerning of employee improvement. Supervisors should turn as instructors to assist employees handle their occupation and assist their growth attempts. Supervisors should essentially participate for a seminar identified "Managing Career Development" to get supervisors ready to perform with workers beneath their occupational scheduling scheme (O'Herron and Simonsen, 1995). Instructing staff is important in assisting employee accomplishes their objectives, at the same time it is significant for supervisors to prove that they concern. It is an insubstantial encouragement that could create huge variations in worker motivation (Moses, 2000). As per the Ellettet et al., (2007) "supportive, quality supervision" and "leadership that values employees" impact positively on retention.

As per Bigliardi et al., (2005) and Lee (2004) providing supervisor support must assist encouraging thoughts to the institution in a broad way, as managers perform as representatives of the institution. At the occasion where the association among workers and managers is distinguished by responsibility, confidence, long term direction and social and psychological initiatives, the workers recognize their managers help as a societal exchange concept (Dysvik & Kuvaas, 2012; Eisenberger et al., 2002). Therefore, if workers are cared for satisfactorily by their employers, employees pay organization back with enhanced thoughts and activities (Meyer and Allen, 1991). Ahmad et al., (2016) also emphasize that if workers are given sufficient assistance from their managers; employees will display positive conduct to their institute reciprocally. Experimental researches have exposed that supervisor support has a steady, encouraging connection with dedication and retention (Walumbwa et al., 2005). As per the conclusions of Price and Muller, (1986), employee retention is probable to be improved by supervisor support. Equally, Silbert, (2005) criticized that capable workforce have numerous prospects to get a better occupation, workspace or designation in another place; hence, to keep these skilled workers, institutions must make a welcoming surroundings which encourages supervisor support. Furthermore, Tuzun and Kalemci, (2013) also incited that supervisor support certainly affects employee retention. Although, whilst researching commercial bank staff in Bangladesh, Billah, (2009) highlighted that there is an insignificant association among supervisory support and workers' choices to continue employment. Moreover, Abeysekera, (2007) pointed out that there is insignificant association among supervisor support and

employees retention in the Sri Lankan environment.

Therefore, as per the above explained literature it is determined that comprehensible explanation is not available in relation to the character of the association among supervisor support and employee retention. Additionally, due to the contradictory outcomes propose a more comprehensive investigation of this association is needed.

Previous Studies of the Moderating Role of Work Environment between Training and Development, Supervisor Support and Employee Retention

This section elaborates the previous researchers' findings about the moderating role of work environment between training and development, supervisor support and employee retention.

The work environment is an imperative aspect that affects worker dedication and retention (Umamaheswari and Krishnan, 2016; Zeytinoglu et al., 2005). The work environment has a tendency to have positive or adverse influences on particular work outcomes, such as contribution, dedication and idea to continue the employment with the institution (Ollukkaran et al., 2012). As per Mangi et al., (2011) an excellent quality work environment, for instance, a good-looking and fresh environment, motivates staffs to do their duties further efficiently and is anticipated to have an encouraging influence on the retention and obligation of the workers. As per the social exchange theory (Blau, 1964) appropriate training, development and supervisor support, structured by an organization must hypothetically be competent to improve employee retention levels, as persons and establishments arrive into interchange relationships in which the establishment of shared benefits

makes responsibilities to reciprocate (Raihan, 2012). On the other hand, experiential outcomes on the effects of HRM practices (i.e., training and development and supervisor support) on employees' retention show varied results. (Abeysekera, 2007; Billah, 2009; Dockelet al., 2006; Haines et al., 2010; Hatton and Emerson, 1998; Lee et al., 2006). As per the conflicting conclusions of previous researches, the work environment will be included as a moderator for the association among training and development, supervisor support, and employee retention in the present research.

Furthermore, the social exchange theory (Blau, 1964) as well confirms this observable fact by discussing that persons and establishments arrive into interchange relationships in which the establishment of shared benefits makes responsibilities to reciprocate. At the time when the organization offers an appropriate work environment the workers will bind to pay back in the way of faithfulness and stay with the organization (Setton et al., 1996)

Academic explorations have been concentrated on factors that positively impact employee retention. According to those findings training and development and supervisor support have a significant association with employee retention. Further this research also determines the moderation impact of work environment on the association among training and development, supervisor support and employee retention.

Methodology

This section elaborates a wide-ranging reportage of the research methodology. Additionally, this section clarifies research design that outlines the application of different research methods

used in this study. Furthermore, the chapter deals with population and sampling of the research, data collection, validity and reliability of the instruments, methods of measurements.

Research Design

This section briefly discusses research design steps, types of the study, nature of the study, research setting and time of the study are elaborated in the research design.

Types of the Study:

The purpose of this study is to identify the influence of training and development and supervisor support on employee retention among the nominated private banks in Colombo district, Sri Lanka. Further, the research will analyze the moderating role of work environment. Therefore, this study needs to establish the association among the independent variables (Training and development and supervisor support) and dependent variable (Employee retention) and a moderating variable (Work environment). In view of that, the type of analytical investigation was used.

Research Setting:

According to Opatha, (2003) the study is either artificial or natural. Natural research setting may be either field study or field experiment while artificial setting is a lab experience. This study was the field research, which was conducted in a natural setting where effects happen usually. Hence, the study was not carried out in any non-natural background.

Time of the Study:

As Opatha, (2003) stated there are two types of research study based on time horizon, called as cross-sectional research and longitudinal research. The cross sectional research is one where data gathering is completed on one occasion or over a period of several days or weeks or months while longitudinal study where data gathering is completed in several occasions (Sekaran, 2014). Hence, the nature of the current study was cross sectional.

Unit of Analysis

The unit of analysis denotes to the degree of combination of the information throughout succeeding analysis and this is directly relating to the research question. It may be individuals, dyads (two persons, bi-directional interaction) and group (more than two persons, multi-directional interaction). For this research unit of analysis is individual: selected executive level officers who are working in designated private banks in Colombo District Sri Lanka.

Research Method

This section consists with population, sample, data collection, and the data analysis approaches will be discussing through this segment.

Population and Sampling:

The population of this study consists of all executive level employees in selected private banks in Colombo district, Sri Lanka. There are around 200 executive level employees working in three selected private banks in Colombo district. Hence, for this study150 respondents were randomly selected.

Data Collection:

The questionnaire technique was used to gather data from executive level employee in selected private banks in Colombo District, Sri Lanka. Since, they are very busy people at working time

that was the easiest method of gathering data from respondents. The secrecy of the respondents was concerned to be highly critical. Hence, the questionnaire technique was the merely probable technique of collecting more consistent data at the same time ensuring the secrecy of the respondents.

The questionnaire was intended to measure four variables training and development, supervisor support, work environment and employee retention of banks.

Method of Data Analysis and Evaluation:

The statistical analysis was performed on the information gathered to test objectives and the hypotheses which have been formulated in previously in chapter one. Therefore, both descriptive and correlation analysis approaches were occupied to analyze the data. The software of SPSS 24.0 was applied to analyze the present data and produce valuable findings.

Univariate Analysis:

All variables in the research model wereinvestigated via descriptive statistic technique. That specifies transformation of basic data into a method of information which is useful to comprehend and interpret. The descriptive analysis depicts the profile of executive level employees in selected private banks
in Colombo District, Sri Lanka. The computation of mean, maximum, minimum, frequency distribution, and standard deviations are the best collective ways of briefing the data gathered from respondents. Firstly, personal features of the respondents were examined by adopting frequency distribution. The frequency plots for all items were articulated in percentage and shown in tables and diagrams. The frequency distribution analysis was made for all variables. (Employee retention, training and development, supervisor support and work environment). The frequency distribution was shown through histograms and results are construed by considering the skewness and the Kurtosis of the distributions.

Bivariate Analysis:

The research model contains the four variables. Those are, employee retention, supervisor support, training and development and work environment. According to conceptual model, employee retention is dependent variable, supervisor support and training and development are the independent variables and workkenvironment is the moderating variable. Bivariate analysis was applied to conclude whether there is any association among aforesaid variables. So, the below-mentioned statistical methods were carefully chosen to perform the above explained bivariate analysis.

a) Correlation analysis

The correlation analysis was applied to quantify the extent and the association among the below-mentioned combinations of variables.

- Employee retention and supervisor support
- Employee retention and training and development
- Employee retention and work environment

b) Simple regression analysis

The simple regression analysis was applied to conclude the practical association among the below-mentioned dependent variable and independent variables.

- Employee retention as the dependent variable and supervisor support as the independent variable
- Employee retention as the dependent variable and training and development as the independent variable

c) Multiple regression analysis

The multiple regression analysis was applied to conclude the practical association among the below-mentioned dependent variable, independent variables and moderating variable.

- Employee retention as the dependent variable, supervisor support as the independent variable and work environment as the moderating variable.
- Employee retention as the dependent variable, training and development as the independent variable and work environment as the moderating variable.

Discussion and Findings

This study inspected the effect of supervisor support and training and development on employee retention among executive officers in selected private banks in Colombo District, Sri Lanka.

Discussion of the Impact of Training and Development on Employee Retention

It was found that there is a positive relationship among training and development and employee retention of executive officers in selected private banks in Colombo district, Sri Lanka. The correlation among supervisor support and employee retention was 0.568 which are significant at the 0.01 level.

As per the outcome of simple regression analysis, training and development was established to have positive influence on employee retention with the strength of b value of 0.568. Therefore, training and development can be concluded as a predictor of employee retention.

Discoursing the level of training and development of the respondents in the sample (executive officers), it was established that they have a moderate level of training and development with the mean value of 3.1400 and standard deviation of 0.96259. Consequently, it was established that executive officers in selected private banks in Colombo district in Sri Lanka were neither satisfied nor dissatisfied with their training and development practices.

As per the outcomes of both tests the null hypothesis is rejected. Moreover, the alternative hypothesis is accepted. Therefore, the data supported the hypothesis and indicated that there is positive significant influence of training and development on employee retention of executive officers in selected private banks in Colombo district, Sri Lanka.

Further, the findings of this research in relation to the influence of training and development on employee retention have exposed a significant positive association among aforesaid two variables. This conclusion is in line with the conclusions of previous researches (Martin, 2003; Lee and Bruvold, 2003). This recommended that if institutions deliver satisfactory training programs and be concerned about their staffs, it ensures the staffs continue their employment for lengthier periods of time and improves employees' retention rate. The conclusions were further reinforced by social exchange theory which elaborates that if staffs are given appropriate training

by an institute, employees are highly gratified and sense compelled to pay back this via employees' positive attitudes, faithfulness and commitment.

Discussion of the Impact of Supervisor Support on Employee Retention

It was found that there is positive association among supervisor support and employee retention of executive officers in selected private banks in Colombo district, Sri Lanka. The correlation among supervisor support and employee retention was 0.624 which are significant at the 0.01 level.

As per the outcome of simple regression analysis, supervisor support was established to have positive influence on employee retention with the strength of b value of 0.624. Therefore, supervisor support can be concluded as a predictor of employee retention.

Discoursing the level of supervisor support of the respondents in the sample (executive officers), it was established that they have a moderate level of supervisor support with the mean value of 3.3022 and standard deviation of 0.80114. Consequently, it was established that executive officers in selected private banks in Colombo district in Sri Lanka were neither satisfied nor dissatisfied with their supervisor support practices.

As per the outcomes of both tests the null hypothesis is rejected. Moreover, the alternative hypothesis is accepted. Therefore, the data supported the hypothesis and indicated that there is positive significant influence of supervisor support on employee retention of executive officers in selected private banks in Colombo district, Sri Lanka.

Further, the finding of this research with respect to the influence of supervisor support on employee retention is in agreement with the outcomes of earlier researches (Clear & Dickson, 2005;Walumbwa etal., 2005). It elaborates that when employee receives sufficienthelp from their supervisors, employees decide to continue within the institute for a lengthier period. The social exchange theory also supported these conclusions by explaining that ifinstitutionsdeliver satisfactory help from their supervisors, in return the staffs will be further loyal and will continue the employment with the organizations for a lengthier period of time.

Discussion of the Moderating Impact of Work Environment on the Relationship between Training and Development and Employee Retention

According to the results of multiple and hierarchical regression (Process by Andrew F. Hayes) models, it was found that the work environment moderates the association among training and development and employee retention of executive officers in selected private banks in Colombo district, Sri Lanka.

Further, results confirmed that after incorporating a work environment as a moderating variable to the model, the model explained more variance than just incorporating training and development alone. R squared change was 0.082, with the p value = 0.000 indicating that there is potentially significant moderation by work environment on the association among employee retention and training and development.

Also, the interaction plot generated for the model showed an enhancing effect that as work environment and training and development increased, employee retention increased.

Moreover, these finding are in line with the previous scholars' opinions in relation the moderating role of work environment on the association among training and development and employee retention. (Umamaheswari and Krishnan, 2016; Ollukkaran et al., 2012). Hence, it can be concluded that institutions must be concerned on making helpful work environments to retain capable employees in the institutions for lengthier period. Accordingly, it is concluded that the work environment has a vital role in inspiring and holding the staffs and specifies that when executive officers get a reasonable earnings, and support from the institution by providing them with a favorable work environment, this all benefits to improve the dedication level of the employees.

Discussion of the Moderating Impact of Work Environment on the Relationship between Supervisor Support and Employee Retention

As per the outcomes of multiple and hierarchical regression (a Process by Andrew F. Hayes) models, it was found that the work environment moderates the association among supervisor support and employee retention of executive officers in selected private banks in Colombo district, Sri Lanka.

Further, results confirmed that after incorporating a work environment as a moderating variable to the model, the model explained more variance than just incorporating supervisor support alone. R square change was 0.062, with the p value = 0.000 indicating that there is potentially significant moderation by

work environment on the association between employee retention and supervisor support.

Also, the interaction plot generated for the model showed an enhancing effect that as work environment and supervisor support increased, employee retention increased.

Moreover, these conclusions are in line with the conclusions of previous researches. (Kyndt et al., 2009; Irshad, 2000). Further, if an institution offers a greatly encouraging work environment, where the staffs experience highly indomitable, has an advanced level of employee retention than those who have an unfavorable work environment.

Conclusion

This study involves bridge the theoretical gap identified in relation to the effect of training and development and supervisor support on employee retention within the banking industry in Sri Lanka.

The research problem addressed under this study was "Do training and development and supervisor support impact on employee retention and work environment moderates the identified impact in selected private banks in Sri Lanka?"

The summary of the conclusions in relation to each and every objective can be summarized as follows.

Table 1: Summary of the Hypotheses

No	Hypotheses	Beta	Std Error	T Statistic	P Value	Decision
H1	There is a positive impact of training and development on employee retention in selected private banks in Sri Lanka.	0.568	0.068	8.391	0.000	Supported
H2	There is a positive impact of supervisor support on employee retention in selected private banks in Sri Lanka.	0.624	0.064	9.709	0.000	Supported
H3	The work environment will moderate the relationship between training and development and employee retention.	0.499	0.065	7.615	0.000	Supported
H4	The work environment will moderate the relationship between supervisor support and employee retention.	0.592	0.062	9.599	0.000	Supported

Source: Survey data, 2020

To Determine the Impact of Training and Development on Employee Retention in Selected Private Banks in Sri Lanka

As per the summary of the hypotheses shown in Table1, the final conclusion was, there is a positive impact of training and development on employee retention in selected private banks in Sri Lanka. Further, the findings of this research in relation to the influence of training and development on employee retention have discovered a significant positive association among aforesaid two variables. This conclusion is in line with the conclusions of earlier researches (Martin, 2003; Lee and Bruvold, 2003). This recommended that when institutions deliver satisfactory training agendas and be concerned regarding their staffs, it ensures the employees continue for lengthier periods of time and improves

their retention rate. The conclusions were also reinforced by social exchange theory which elaborates that ifstaffs are given appropriate training from an institute, employees are highly satisfied and sense compelled to pay back this via employees' positive attitudes, faithfulness and commitment.

To Determine the Impact of Supervisor Support on Employee Retention in Selected Private Banks in Sri Lanka

As per the summary of the hypotheses shown in Table 1 the final conclusion was, there is a positive effect of supervisor support on employee retention in selected private banks in Sri Lanka. Further, the finding of this researchwith respect to the influence of supervisor support on employee retention is in agreement with the outcomes of earlier researches (Clear and

Dickson 2005; Walumbwa et al., 2005). It elaborates that when employee receives sufficient help from their supervisors, they decide to continue within the institution for a lengthier period of time. The social exchange theory also supported these conclusions by explaining that ifinstitutions deliver satisfactory support from their supervisors, in return the staffs will be further loyal and will continue employment with the organizations for a lengthier period of time.

To Identify the Moderating Role of Work Environment between Training and Development and Employee Retention in Selected Private Banks in Sri Lanka

As per the summary of the hypotheses shown in Table 1 the final conclusion was, the work environment will moderate the association among training and development and employee retention in selected private banks in Sri Lanka. Moreover, these finding are in line with the previous scholars' opinions in relation the moderating role of work environment on the association among training and development and employee retention. (Umamaheswari and Krishnan, 2016; Ollukkaran et al., 2012). Hence, it can be concluded that institutions must be concerned on making helpful work surroundings to retain capable staff in the institutions for lengthier periods of time. Accordingly, it means that the work environment has a vital role in inspiring and holding the staff and specifies that if executive officers get a reasonable pay, andbacking from theinstitution by providing them with a favorable work atmosphere, this all benefits to improve the dedication level of the employees.

To Identify the Moderating Role of Work Environment between Supervisor Support and Employee Retention in Selected Private Banks in Sri Lanka

As per the summary of the hypotheses shown in Table 1 the final conclusion was, the work environment will moderate the relationship among supervisor support and employee retention. Moreover, saidconclusions are aligned with the conclusions of previous researches (Kyndt et al., 2009; Irshad, 2000). If an institution that offers a greatly encouraging work environment, where the staff experience highly determined, has an advanced degree of employee retention rather than those who have an unfavorable work environment.

Contribution of the Study

A key academiccontribution of the current research is the application of work environment as a moderating variable to further clarify and comprehend the association among training and development, supervisors support, and employee retention. Moreover, the conclusions of this research have contributed to the knowledge and literature on employee retention, supervisor support, training and development and work environment. The conclusions established the idea that training and development and supervisor support are extremely significant in improving employee retention rates in private banks, which screening the applied significance of this research for the human resource managers and strategic teams of the private banks.

Limitations and Future Research Directions

The study was narrowed to selected three private banks within the banking industry in Sri Lanka. Hence the future research could be done by expanding the case study area to the government and semi-government sector as well as to different geographiclocalities. As well as this study focuses only on the impact of three selected factors (training and development, supervisor support and work environment) on employee retention in selected private banks in Sri Lanka. Further, this study has chosen only the executive level employees for the survey and future research could be arranged to investigate the aspects influencing to employee retention of other grade employees as well. The study was limited to selected three private banks within the banking industry in Sri Lanka. Henceforth, the future studies could be done by expanding the case study area to government and semi-government sector in addition to different geographic localities. As well as this research focuses only on the influence of three selected factors (training and development, supervisor support and work environment) on employee retention in selected private banks in Sri Lanka. Further, this study has chosen only the executive level employees for the survey and future research could be arranged to investigate the aspects of influencing to employee retention of other grade employees as well.

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