

Ability, Motivation, Opportunity Enhancement Practices: Which SHRM Practice Is More Influential to Employee Turnover?

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Abstract

Talented and skilled employees are vital to the success of any organisation. Lack of human resources strategies for developing skills, motivating teams and above all, lack of understanding of needs of employees have contributed to the increased rate of employee turnover. This research aims to empirically examine the three strategic human resource management (SHRM) enhancement practices, i.e. ability, motivation and opportunity from the resource-based perspective to determine which practice is more influential to employee turnover in the banking sector. Data were collected from senior managers, human resource managers and executives in Sri Lanka by employing a self-administered questionnaire which were subsequently analysed using structural equation modelling. The findings from 238 respondents suggest that all the three SHRM practices exerted significant effect on employee turnover, in the order of ability enhancement practices, motivation enhancement practices and opportunity enhancement practices. The results imply that SHRM practitioners should bear in mind the coherence between the three practices, giving emphasis to improving work abilities of employees and building a positive work environment, as well as providing more opportunities for talents to utilise their work experiences. The findings also fetched several theoretical implications which are elaborated in the paper.

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I. INTRODUCTION

Strategic Human Resource Management (SHRM) is an enhancement to the traditional way of doing people management. It is a proven method to survival in world-class competition. The impact of SHRM on organisational performance has been considered by a number of research studies as the primary source of a competitive advantage. On the other hand retention management links motivation, involvement competency development disciplines to plan, develop and implement human capabilities to shape and

accomplish the strategic and operational goals of an organisation. However, there are not many

studies that analysed the effect of retention management practices on organisational performance in the literature. And also, co-alignment of SHRM and retention is not studied in detail.

This study mainly focuses on resource-based practices and retention practices in banking sector. It studies the interrelationship among these two as well as the effect of these two on SHRM.

The resource-based performance is concerned with the SHRM performance since it is highly important in banking context as a driver of competitiveness. The way resource-based practices and retention strategies co-aligned with each other and the way these practices affect the

organisation SHRM outcome are the main focus of the study. The main objectives of the study are;

- To identify the impact of resource based practices and retention strategies on SHRM outcome.
- To identify how resource based practices affects retention in organisation decision making practices and,
- To analyse the difference between the effects of resource based practices and retention on SHRM outcome if valid relationships exist among them.

This study is essential when viewed in relation to today's highly competitive environment where the pressures for organisation to meet multiple, often inconsistent contextual demand arise. SHRM outcome has been regarded as a major source of competitive advantage for the past two decades. However, no study has been carried out so far to investigate the impact of resource based practices and retention strategies on SHRM outcome. Therefore this study examines the suitability of resource based practices and retention strategies as a set of established management principles and practices to fulfil the need of productive SHRM system. The findings of the study are expected to enhance the managerial decision making as well as development of academic curricula.

II. LITERATURE REVIEW

The literature review mainly focuses on three main areas- SHRM, SHRM practices and retention strategies. Both SHRM and its practices are studied organizational practices while retention strategies are viewed as the SHRM outcomes.

SHRM is considered as an overall process to deal with long-term human resources issues as part of the strategic management of the organisation to achieve the desired organisational objectives and performance. SHRM as an integral part of an organisational strategy 'which is chiefly about

ensuring that the organisation has the skilled, committed and well-motivated workforce it needs to achieve its business objectives. It can be achieved by linking HR strategies to basic competitive strategies' (Armstrong, 2000, p. 45). SHRM as a strategy in itself which means developing staff in order to face the challenges of the rapidly changing world. Although the results indicate that HR practices may have a positive effect on organisational performance, there are researchers who reject the main assumption that SHRM practices lead to organisational performance directly, instead the practices influence the strategies pursued, as well as resources of firms, such as attitudes and behaviours of employees (Guest, 2011) before the impact on organisational performance.

So, HR practices are the important controls through which the firm can change the pool of human capital, just as attempt to change employee practices that lead to influential achievement (Wright et al., 2001). Be that as it may, HPWS can be one of a kind, causally vague and synergistic by the way they upgrade firm capabilities (Lado and Wilson, 1994) and in the improvement of a talented workforce (Wright et al., 2001). This exceptionally talented workforce has a more prominent potential to establish a source of superior in view of the rewarding practices they show (Wright et al., 1994). Since the advantage of a firm is viewed as a significant precursor to its performance (Newbert, 2008), this should prompt hierarchical execution. In this examination, best practice (RBV) may be progressively suitable for recognizing the selections of practices rather than the practices themselves. The great practices that do well in one effective condition ought not be disregarded through and through, yet dependent upon the firm to choose what might be important when all is said in done terms and what exercises can be discovered that can be received to accommodate its specific key and operational prerequisites.

Delery (1998) argues that researchers must examine the entire system of HR practices to examine the effects of HR practices on organisational performance. but only some researchers have sufficiently described how and why HRM practices within the system complement one another (Delery, 1998; Guest, 1997). Appelbaum et al. (2000) propose an HRM-performance framework, arguing that organisational performance is best served by employees who have the 'ability' to do the work by possessing the necessary skills and knowledge, who are 'motivated' to work and who have the 'opportunity' to arrange their skills in doing their work. Their model asserts that performance is a function of Ability + Motivation + Opportunity, hence the name AMO (see also Boxall & Purcell, 2003; Purcell & Kinnie, 2007; Purcell et al., 2003).

In response to AMO policies, employees will develop organisational commitment, motivation and job satisfaction (attitudinal outcomes). These attitudes will lead to employees demonstrating a range of positive behavioural outcomes. Discretionary behaviour (i.e. making the right choices about how to do a job, such as speed, care,

innovation and style) and organisational citizenship behaviour lie at the heart of the employment relationship and should be strongly in most employees since these translate into discretionary behaviour, provided the job allows for it' (Purcell et al., 2003, p. 7). connected to performance outcomes. Highly committed, motivated and satisfied employees are more likely to engage in discretionary behaviour to help the organisation to be successful. Therefore, it can be argued that 'one of the prime functions of AMO policies is thus the way they help develop attitudes or feelings of satisfaction, commitment and motivation.

However, it is important to note that empirical suggestion to date has not provided considerable support for the fit or complementarity hypothesis combining RBV approach and AMO approach with firm performance and SHRM output. The logic of RBV theory can be applied as a lens to understand why and how various factors practices will influence the implementation of SHRM. Organisations will adapt their use of SHRM to fit with the RBV for better competitive advantage. The following Table discuss the AMO model.

Table 1: AMO Concepts and variables

Concept	Variable	Source
Ability Enhancement Practices	Recruitment & Selection Training & Development Work Design	Armstrong (2006) Choi (2008) Kaifeng et al. (2012)
Motivation Enhancement practices	Developing Talent Compensation & benefit Promotion Encouragement Job confirmation High commitment	Kehoe & Wright (2013) Armstrong (2006) Choi (2008) Kaifeng et al. (2012) Kehoe & Wright (2013) Katou (2009)
Opportunity Enhancement Practices	High performance Communication Involvement Participation in management Grievance handling Facilitating team work Enhancing quality	Armstrong (2006) Choi (2008) Kaifeng et al. (2012) Kehoe & Wright (2013) Katou (2009)

III. Impact of AMO practices on SHRM

AMO practices should be integrated organizational strategic planning process because it needs long term planning to establish quality work force within an organization. When organizations implement AMO, they have to consider both human related issues as well as system related issues. The system related issues should be addressed with proper system strategy. As a result organizations may have to adopt new processes, services or strategies with the help of either research and development or system transfer or both. Marchington and Wilkinson, (2005) related best practice and best-fit approach together and proved existence of significant moderate relationship.

IV. Retention strategies

Organizations operating in different competition environments may have different retention strategies and that the SHRM strategy must fit the specific needs of the organization and its employees. Stable environment consists of reutilized strategies of retention focused on building efficient and simple retention strategy. These strategies focused on building efficient and simple operations. There operations are dedicated to specific workers with long time retention and a low degree of innovation such as in traditional banking industries. Their performance priorities start with cost followed by relationship and service quality. Banks in dynamic environment should focus on agility and market responsiveness.

V. SHRM, SHRM practices on retention strategies

Research studies carried out recently justify the relationship between SHRM practices and organization's performance in various ways. On the other hand, one of the popular research trends of SHRM is to examine the association between HPWS and business performance (Boxall &

Purcell, 2003), and many studies have reported a statistically significant relationship (Appelbaum, Bailey, Berg & Kalleberg, 2000; Batt, 2002; Delery & Doty, 1996; Guthrie, 2000; Huselid, 1995; MacDuffie, 1995). HPWS is defined as structured workplace practices that incorporate worker involvement in front-line decisions and that range from participation in production and quality management teams to employee incentives and reward schemes (Appelbaum et al., 2000). The basic aim of SHRM is to foster skills and involvement of employees. One recent review of studies on the association between SHRM and organisational performance shows that in more than 30 studies carried out since the early 1990s, there is a positive correlation between SHRM and organisational performance and that effects of SHRM are cumulative, meaning that the greater the number, the greater the effectiveness of the practices. SHRM argues that the success of an organisation is at least partially dependent on its employees and their behaviours in carrying out the strategies of the business (Becker & Gerhart, 1996; Delery & Doty, 1996; Dyer, 1984; Wright & McMahan, 1992). In order to uncover the 'black box' (Boselie et al., 2005), employee retention behaviour as an important attribute of SHRM outcomes is a key variable in the study of HRM (Becker & Gerhart, 1996; Dyer & Reeves, 1995; Fey et al., 2000; Guest, 1997; Katou & Budhwar, 2008).

Based on RBV, SHRM practices play an important role in building the human capital pool of an organisation by developing its rare, inimitable and non-substitutable internal resources. Hence, SHRM policies have a direct impact on employee attributes such as skills, attitudes and behaviour, including employee retention, which are subsequently translated into improved organisational performance (Boxal & Steeneveld, 1999). The findings point to the conclusion that organisations that can effectively

influence the behaviour of their employees through HRM systems will be able to increase their performance (Huselid, 1995).

However, the effect of SHRM on retention and organizational performance is scarcely researched. In most cases researches seem to be taking an overall organizational performance rather than business performance.

VI. METHODOLOGY

The methodology includes research framework, hypothesis, research instruments, sampling design, data collection and the analysis.

VII. RESEARCH FRAMEWORK

As stated earlier, the main objective of this study are, first, to identify the impact of resource based practices and retention strategies on SHRM outcome, second to identify how resource based practices affects retention in organisation decision making practices and third to analyse the difference between the effects of resource based practices and retention on SHRM outcome if valid relationship exist among them.

In order to realize this objective, the research framework is developed as shown in figure 1. This framework is not a simple linear model of relationship between the dependent and independent variables. Because retention includes as mediating variable in a model.

Strategic human resource management practices as the independent variables consist of three blocks; ability enhancement practices, motivation enhancement practices and opportunity enhancement practices. Organisational performance block is the dependent variable of the model. The arrows in figure 1 represent the relationships to be tested in order to achieve the research objectives.

Figure 1 indicates that there are five main research variables to be operationalized ability enhancement practices, motivation enhancement practices, opportunity enhancement practices, retention strategies and organizational performance. Within each of these research variables a set of concept

variables are included based on related literature. Each variable again consisted of a set of indicator statements with 1 to 5 on a likert scale where, level 5 indicates the highest agreement to the given statement which 1 indicates the lowest.

SHRM

SHRM construct consists of three concept variables and each variables consists a set of indicator variables based on AMO criteria (Katou & Budhwar, 2014). The same literature source is utilized to assess the level of SHRM practices in an organization with respect to ability enhancement, motivation enhancement and rewarding employee focus and people management.

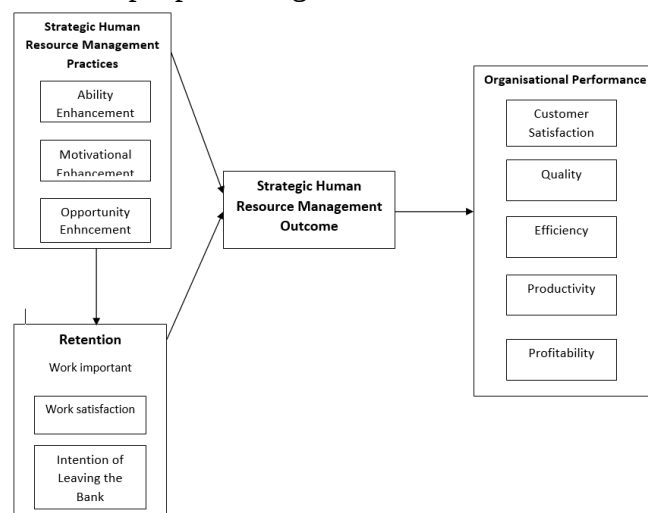


Figure1; SHRM practices and employee retention impact on organizational performance

EMPLOYEE RETENTION

This study is based on the Katou & Budhwar model which was recently developed. Even though the framework for this model was already structured properly, it had not been adopted to this type of survey study. By investigating the way the framework has been used and also makes use of other research experiences on employee retention (Becker & Gerhart, 1996; Delery & Doty, 1996; Dyer, 1984; Wright & McMahan, 1992) a few sets of statements were developed under each process of employee retention model.

VIII. ORGANIZATIONAL PERFORMANCE

Organizational performance is the dependent variable which measures the organizations overall performance through six competitive priorities as main components. This approach of measuring the organizational performance is popular among the researchers in survey studies. In the present study approach is taken to measure the perceived operations performance of the organizations under each performance priority customer satisfaction, quality, efficiency, productivity and profitability.

IX. HYPOTHESIS

The first objective stated earlier can be achieved by testing the two relationships as illustrated in figure 1. The three hypothesis formulated are as follows.

H1; There is an impact of ability enhancement practices on achievement of SHRM outcome and organizational performance.

H2; There is an impact of motivation enhancement practices on achievement of SHRM outcome and organizational performance.

H3; There is an impact of motivation enhancement practices on achievement of SHRM outcome and organizational performance.

The second objective of the study can be achieved by testing the relationship as illustrated in H4.

H4; The organization that undertake SHRM efforts are also likely to involve in retention management practices.

The third objective does not need hypothesis to be formulated as in the objective it is expected to just explore the nature of the relationships formulated in the first hypothesis if significant using a statistical model.

SAMPLING DESIGN AND DATA COLLECTION

The research is designed a survey which is based on commercial banks in Sri Lanka. From a commercial banks branches western province

focused systematic sampling is done for the data collection. The sample consisted of 238 branches which represent 25 commercial banks.

The main method of data collection is the questionnaire survey. The questionnaire is send to the branch manager of the branch. The analysis is performed using both SPSS and AMOS applications.

DATA ANALYSIS PROCEDURE

The data analysis process of the study is accompanied by three phases: validation and accuracy of the measurement scales, descriptive analysis of the observed data and, ultimately, statistical analysis to evaluate the research hypothesis. Each of these steps are coordinated with each other to represent the research context and objectives.

The main validity concerned in this study is the construct validity as the research variables are measured using a set of concept variables within each of them. For the construct validity the variance extracted by the sets of variables under each research variable is taken into account by using factor analysis method.

The reliability of the scale measurements is tested for internal consistency using cronbach's alpha. The common criterion of greater than 0.7 for a better reliability is taken for the interpretation of the results. Stability and equivalence reliabilities are not taken into account as this is a cross-sectional study and all the measures are taken only once throughout the questionnaire.

The descriptive analysis is carried out in order to identify the nature of the sample data with respect to the background of organizations as well as practices and performance measured. SPSS version19 is used to take the summary under each measurement and for computation of initial correlation analysis Pearson correlation are computered to quantify the linear relationship.

The relationships between variables are taking into account by following the relevant research framework directions.

The main method behind the statistical analysis is structural equation modelling which combines several statistical techniques together such as factor analysis correlation and regression analysis as well as structural analysis. AMOS 23 is used as the software tool for building the structural model when the measured variables support model assumptions normality linearity and independence the model provides better goodness of fit.

X. DATA ANALYSIS AND FINDINGS

A total of 390 questionnaires were distributed to junior executives, managers and senior managers positioned in the branches of the licensed commercial banks in the Western province using the stratified sampling method. For 342 questionnaires collected, only 328 were considered to be accurate and the response rate was 85.5 per cent. As shown in Table 2, the majority of respondents were female with age of 31 and older. Their age corresponded with their years of experience, where the majority of them have worked for five or more years in their respective banks. Most of them hoped to remain working in the same bank for 15 or more years, followed by those between 11 and 15 years. Many of them are executives, followed by managers and junior executives, with only one response from a branch manager responsible for HR functions. In addition to the data reported in Table 2, 55.9% of them are working for privately-owned banks, with the remaining with publicly-owned banks. With 342 questionnaires returned, only 328 were found to be valid, yielding a response rate of 85.5%.

Table 2; Demographic analysis

Age	Percent	Experience	Percent
21 – 25	4	Less than 5 years	9
26 – 30	9	5 – 10	26

		years	
31 – 35	27	11 – 15 years	20
36 – 40	21	15 years or more	45
41 – 45	14		
46 – 50	11	Hope to Remain	
50 and above	14	Less than 5 years	16
		5 – 10 years	26
Gender		11 – 15 years	17
Male	49	15 years or more	41
Female	51		
Designation			
HR Managers			3
Branch managers responsible for HR functions			1
Non-managerial employees			8
Chief Managers			10
Managers			24
Executives			36
Junior Executives			18

XI. VALIDITY OF MEASUREMENT SCALE

The second order construct validity of the test construct variables has also been tested using a confirmatory factor analysis technique. The average of the variables is measured as the definition parameter calculation for each factor under the constructs. The set of variables is then used for confirmatory factor analysis based on the principle component extraction method. The components having eigenvalues greater than one are taken into consideration.

Table 3; Statistics for construct validity	
Construct	Variance explained
SHRM practices	79.8
Retention	52.9
Organizational performance	63.9

Hence is covered from this extract single factor for all constructs. The result, presented in Table 4 classify that in the SHRM construct, all the

variables are appropriately loaded on the extracted factor. As all the loadings are greater the 0.7.

XII. RELIABILITY OF MEASUREMENT SCALES

The internal consistence of the measurement scales s tested using cronbach's alpha for each concept variables. The results are present in table 5.

Table 5 ; Reliability analysis of measurement scales					
Cronbach's Alpha					
SHRM	0.872	Retention	0.672	Organizational performance	0.886
Ability enhancement	0.853	No intention to leave	0.567	Customer satisfaction	0.874
Motivation enhancement	0.872	Work satisfaction	0.512	Service innovation	0.885
Opportunity enhancement	0.883	Work important	0.515	Quality	0.852
				Efficiency	0.867
				Productivity	0.853
				profitability	0.891

On the whole, research construct variables represent better level of internal consistency from higher reliability coefficients, while at the concept variable level, most of the elements indicate adequate level of reliability, which are greater than 0.7. In retention construct shows lower reliability value, which is closed to 0.6. Since the main structural model is based on the complete research variables. The research construct

variables are accepted to apply in the structural equation.

XIII. STATISTICAL ANALYSIS

The summary of the results corresponding to each research variable along with concept variables is listed in table 6. The minimum, maximum, mean, standard deviation and coefficient of variation (CV) are computed in order to summarize the level of practices and performances.

Table 6 ; Discriptive Statistics of the Research Variables					
	Minimum	Maximum	Mean	Std.Deviation	CV
SHRM					
Ability enhancement	1	5	3.44	1.12	1.26
Motivation enhancement	1	5	3.38	1.15	1.36
Opportunity enhancement	1	5	3.66	1.07	1.15
Retention					
No intention to leave	1	5	2.58	1.162	1.350
Work satisfaction	1	5	3.68	1.038	1.077
Work important	1	5	3.80	1.132	1.281
Organizational performance					
Customer satisfaction	1	5	3.73	.839	.704
Service innovation	2	5	3.75	.817	.668
Quality	1	5	3.79	.814	.662
Efficency	1	5	3.63	.855	.731
Productivity	1	5	3.61	.849	.720
profitability	2	5	3.98	.746	.557

The result indicate that the highest level of practices in SHRM is for the opportunity enhancement and second highest is for the ability enhancement. The lowest level of the practices goes to the motivation enhancement variable. The

similar variable has the highest value of coefficient of variation, which indicates relatively larger deviation from the average between braches.

Table 7; Discriptive Statistics of the Research Variables					
	Minimum	Maximum	Mean	Deviation	CV
Ability enhancement					
Recruitment & Selection	1	5	3.76	1.03	1.06
Training & Development	1	5	3.99	1.008	1.02
Work Design	1	5	3.31	1.053	1.11
Developing Talent	1	5	3.49	1.238	1.53
Motivation enhancement					
Compensation & benefit	1	5	3.48	1.022	1.04
Promotion	1	5	3.37	1.018	1.04
Encouragement	1	5	3.2	0.986	0.97
Job confirmation	1	5	3.21	1.211	1.47
High commitment	1	5	3.19	0.999	1
High performance	1	5	3.21	1.159	1.34
Opportunity enhancement					
Communication	1	5	3.31	1.032	1.07
Involvement	1	5	3.32	1.113	1.24
Participation in management	1	5	3.44	0.902	0.81
Grievance handling	1	5	3.65	1.048	1.1
Facilitating team work	1	5	3.32	0.962	0.93
Enhancing quality	1	5	3.52	1.032	1.02

The results specify that the peak level practice in ability enhancement is for the training and development and, the second peak is for the recruitment and selection. The lowest level of the practices belongs to the work design variable. The same variable has the second largest value of coefficient of variation, which indicates relatively larger deviation from the average between organizations. In motivation enhancement, the peak level exists in compensation and benefit. The lowest level of the practices belongs to the high commitment variable. These coefficients indicate that the banks are relatively lack in perceived high commitment and encouragement but highly concern about utilizing abilities of employees in the maximum level. In opportunity enhancement, the highest usage belongs to participation in management and lowest the facilitating team work and involvement. The result indicates that the highest level of perception on retention is work important to employee and second maximum is work satisfaction. The lowest level of the perception belongs to no intention to leave from the bank.

CV clarifies this relative stability of retention. On the whole, these banks seem to be focused on

work important and work satisfaction compared to intention of leave. This can be due to higher competitiveness among the banks exist in the industry. Compared with three practices ability enhancement practices is greater than Motivation and opportunity enhancement practices. Motivation enhancement is lack concern practice in the banking sector.

XIV. STRUCTURAL EQUATION MODELING

The correlation analysis based on concept variable level does not completely support the hypothesis testing of the study. In this case, structural equation modeling based on AMOS, which measurement model and structural model construction.

For, the measurement model, the concept variables act as the manifest variables for each research variable. All research construct variable are constructed using CFA. This is done based on the rule that if the measurement model fit indices (GFI, AGFI, CFI, TLI and RMSEA) are deemed as not fit with the recommended values then the measurement model should be reanalysed (Hair et al., 2010; Kline, 2005).

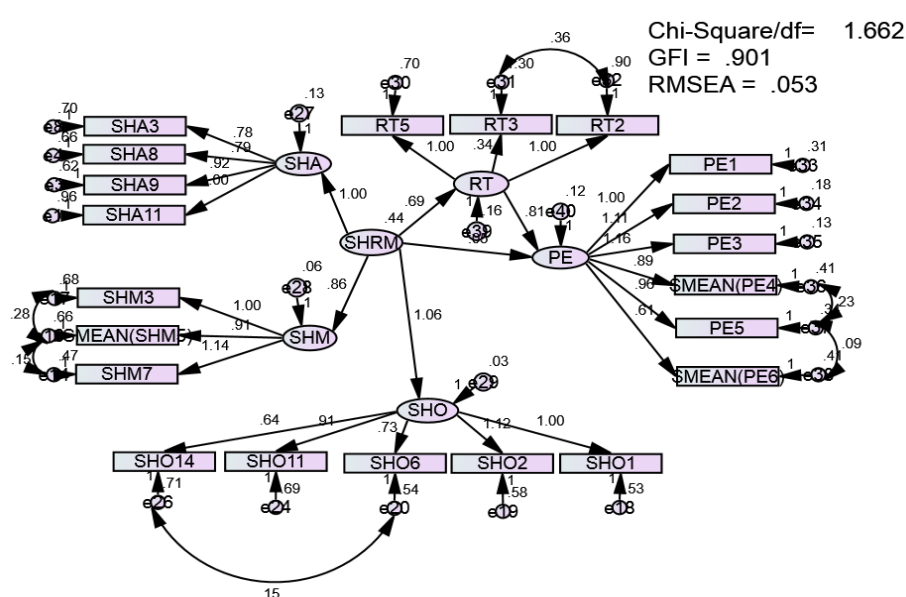


Figure 2; Final structural model

			Estimate	S.E.	C.R.	P	Correlation
RT	<-->	PE	.320	.051	5.957	***	.714
SHRM	<-->	PE	.271	.046	5.958	***	.678
SHRM	<-->	RT	.314	.059	5.522		.718

Figure 3; Covariance between variable

According to the structural model, the significant highest correlation path on performance exists from retention, but not from strategic human resource management even it indicates a moderate coefficient (0.67). This should be because of the high interrelationship (0.71) between retention and strategic human resource management outcome as shown in figure 3. Opportunity enhancement variable provides the highest loading (.967) on SHRM while ability enhancement has the lowest (0.876) from the concept variables. The influence of retention on performance is positive (0.787) and significant at 5% level of significance and can be considered as strong compared with the link between SHRM and performance.

Ultimately it can be stated that H1,H2,H3 accepted of the research hypothesis as ability enhancement practices, motivation enhancement practices, opportunity enhancement practices influence strategic human resource outcome but further opportunity enhancement practices influence on SHRM (.967) and retention behaviour significantly (.967*.692). The fourth hypothesis (H4) is also accepted by the model providing high correlation (.692) between retention and SHRM.

DISCUSSION

This study has produced interesting findings in relation to the interrelation between ability enhancement, motivation enhancement, opportunity enhancement on SHRM outcome and retention of the people and their influence on performance.

Effect of ability, motivation, opportunity practices on SHRM

The structural relationship clearly depicts the significance of the effect of resource based practices on SHRM. The nature of the relationship varies according to the priorities of the organization. Finding of the analysis reveal that the banks that focus on work design should highly concern their human resource in managing ability enhancement. The merit promotion is mainly supported by the HR managers out of the practices of motivation enhancement. Involvement practice reveal as most powerful practice of increase outcome of SHRM from practices of the opportunity enhancement practices. All the remaining practices not specified here make indirect influences the SHRM and bank performance.

Effect of SHRM practices on Retention

The relationship from SHRM practices is not significantly related to bank performance as per the structural equation model justifies. It is significant that higher level of opportunity enhancement practices tends to increase the banks retention.

Conclusion

Findings of the study conclude which may have the validity for the banking sector at the Sri Lankan context.

Opportunity enhancement HRM practices directly influence SHRM outcome in banking sector. This will lead to generate an integrated framework for resource based practices retention practices towards improvement of bank performance.

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