

**IMPACT OF HUMAN RESOURCE MANAGEMENT
PRACTICES ON EMPLOYEE TURNOVER AND
PERFORMANCE**

A Dissertation submitted to the Office of the Dean, Faculty of Management in partial
fulfillment of the requirements for the Master's Degree

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CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**Impact of Human Resource Management Practices on Employee Turnover and Performance**”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor. It has been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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REPORT OF RESEARCH COMMITTEE

Mr. Rajaram Pyakurel has defended research proposal entitled “**Impact of Human Resource Management Practices on Employee Turnover and Performance**”, successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestions and guidance of supervisor Asso. Prof. Dr. Kapil Khanal and submit the thesis for evaluation and viva voce examination.

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APPROVAL SHEET

We, the undersigned, have examined the thesis entitled “**Impact of Human Resource Management Practices on Employee Turnover and Performance**” presented by Rajaram Pyakurel a candidate for the degree of master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the thesis is worthy of acceptance.

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This study entitled “**Impact of Human Resource Management Practices on Employee Turnover and Performance**” has been prepared in partial fulfillment for the Degree of Master of Business Studies (MBS) under the Faculty of Management, Tribhuvan University is based on research models involving the use of quantitative aspect of human resource management practices on employee turnover and performance.

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Rajaram Pyakurel

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ABBREVIATIONS

AGFI	:	Adjusted Goodness-of-fit Index
AMOS	:	Analysis of Moment Structures
ASV	:	Average Shared Square Variance
AVE	:	Average Variance Extracted
CAB	:	Compensation and Benefits
CD	:	Career Development
CFA	:	Confirmatory Factor Analysis
CFI	:	Comparative Fit Index
CR	:	Composite Reliability
Df	:	Degrees of Freedom
GFI	:	Goodness of Fit Index
GRP	:	Graduate Research Project
IFI	:	Incremental Fit Index
MSV	:	Shared Square Variance
OCB	:	Organizational Citizenship Behavior
PCFI	:	Parsimony-adjusted CFI
PGFI	:	Parsimony-adjusted Fit Index
POS	:	Perceived Organizational Support
RMSEA	:	Root Mean Square Error of Approximation
SD	:	Standard Deviation
SEM	:	Structural Equation Modeling
SPSS	:	Statistical Package for the Social Sciences
TAD	:	Training and Development
TLI	:	Tucker–Lewis Index

ABSTRACT

Employee citizenship behavior towards organization has become important asset to the organization in today's competitive world. This study focuses on human resource development practices in school sector and employee's behavior towards their organization performance. The main objective of the study was to analyze the impact of human resource development practices on Employee turnover and performance. The research design is descriptive and causal comparative in nature. Through Close ended structured questionnaire was used to collect data. Questionnaire was distributed partially by visiting target respondents and partially by online using Google docs. Total 400 responses were collected for the study. Descriptive statistics along with structural equation modeling was used to analyze collected data. Statistical tool SPSS v.23 was used for the analysis of data.

The study had taken motivation, training and development, compensation and benefits and perceived organization as independent variable representing HRM practices. The findings of the study show positive and significant impact of HRM practices on respective variables. The study suggests that just hiring employees with high academic qualification is not sufficient for the organization but also grooming them as per the organizational need is essential. Employee perceiving support from the organization enhances employee's psychological well being, decrease turnover and this is reflected in their performance. Good employee and employer relationship solves many worker related issues in organization. When employee feel their task is noticed and their effort is respected, they feel more responsible to the organization which is ultimately benefits to the organization.

Keywords: Human resource management, Employee turnover, Performance, Training and Development

CHAPTER – I

INTRODUCTION

1.1 Background of the Study

An organization relies fundamentally on its human resources (Decenzo & Robbins, 1998). Successful organizations are not solely driven by investment and returns but are significantly shaped by the quality of their workforce, which is crucial to achieving the organization's goals. The people within an organization its human resources are the key factors without which the physical assets hold no value (Robbins, 1978). Every activity within a business is initiated and guided by the individuals who comprise it. It is human beings who design and operate the equipment, decide on the usage of computers, innovate technology, secure the necessary capital, and determine the allocation of accounting and physical resources. Essentially, every aspect of a company's operations is influenced by the competence, motivation, and overall effectiveness of its human resources (Ahamed, 2021).

Without people, an organization cannot exist or operate. Even in highly automated plants, human involvement is necessary to oversee and manage operations (Adhikari, 2019). Human resources contribute to value, while other resources add to costs. Only human resources have the capacity to evolve, develop, and increase in value. This refers to the collective inherent abilities, acquired knowledge, and skills represented by the talents and capabilities of individuals employed within an organization (Michael, 1998). Human resources are the fundamental source of a nation's wealth. People, through their knowledge and skills, accumulate capital, utilize natural resources, establish social, economic, and political institutions, and drive national development (Bae, 2023).

Since organizations are composed of people, and their existence, survival, and growth depend on the actions of these individuals, managing them effectively is crucial – this is the essence of human resource management (HRM). Decenzo and Robbins describe HRM as a process encompassing four functions: acquiring, developing, motivating, and retaining human resources. In simpler terms, these functions can be seen as recruiting, training, engaging, and maintaining the workforce (Decenzo & Robbins, 2005). HRM

involves all managerial decisions and practices that directly impact the employees of the organization.

Human resource management (HRM) represents an evolved form of personnel management. While the core functions of both, such as recruitment, selection, training, development, performance evaluation, and rewards, are similar, there are key differences in their approach. Personnel management was often narrow in scope and primarily sought to influence line managers. In contrast, HRM is more integrated with the role of line managers and is strongly business-oriented. Personnel management focused on 'control' and was reactive in managing personnel and related systems. HRM, however, aligns people-related issues with business goals, emphasizing problem-solving, collaboration, and employee development. It prioritizes leadership development, fosters commitment, and promotes a proactive work culture that supports business objectives (Prasad, 2005).

Keith Session asserts that HRM is not just a strategic function, but also a key element in attaining business goals. The approach has evolved from managing trade unions to focusing on employee relations, with an emphasis on commitment and initiative. Managers now act as 'enablers,' 'empowers,' and 'facilitators' (Session, as referenced by Ghosh, 2000). HRM involves managing an organization's workforce with a human-centric approach, recognizing employees as crucial resources essential for achieving organizational success.

Human Resource Management (HRM) revolves around the idea that employees in an organization are seen as valuable assets. When managed effectively, these individuals can enhance productivity through their commitment and skills. HRM highlights the importance of aligning various personnel functions—such as recruitment, selection, appraisal, rewards, development, and more—into the organization's overall strategic management. Storey (1995) describes HRM as a unique approach to managing employees that aims to gain a competitive edge through a combination of cultural, structural, and personnel strategies. Essentially, HRM is embedded in the role of line managers, who take a proactive approach to achieving bottom-line results.

The evolving global economy and market dynamics, along with resource pressures and a heightened focus on employment and human rights, have compelled managers to adopt a

new agenda. Similarly, challenges related to productivity, product quality, work-life balance, and environmental safety and health are increasingly influencing management strategies and practices. Consequently, the role of managers has become more complex and demanding. Central to issues of productivity, work-life quality, and legal compliance are the people involved. As professional management gains greater significance, the training and skill development of managers in emerging management concepts and techniques have become essential. The success of any initiative hinges on recognizing human potential, capabilities, and effectively leveraging human traits and emotions. This is why human resource management has become a key focus for forward-thinking organizations today. With ongoing changes in economic, technological, social, and political forces, HRM is expected to undergo significant transformation and grow in importance in the future.

1.2 Problem Statement

The management of human resources is experiencing a transformative shift. The emphasis is now on aligning organizational goals with employees' aspirations as a way to inspire and motivate them. This more strategic approach is shaping key outcomes like productivity, motivation, and return on investment. Competitiveness isn't just about having the best technology and facilities; it's about motivating employees to achieve higher performance standards. A company's competitive strategy can only be successfully executed by a capable and motivated workforce.

Since 1984/85, Nepal has undertaken a series of structural adjustment measures, including the removal of industrial investment licensing, opening the infrastructure, education, and health sectors to private investment, liberalizing convertible currency transactions, trade, and conditions for foreign direct investment (FDI), and introducing a one-window system for industrial and FDI investors, along with a gradual reduction in tariff rates (Acharya, 1999). The privatization program has gained momentum since 1988, supported by international donors. With the re-establishment of a multi-party system and the enactment of a new constitution in 1990, democratic values and principles have been strengthened. There has been a significant rise in public awareness around concepts such as good governance, public participation, civil society, human rights (including those of children, women, workers, and ethnic minorities), and environmentalism (Bashir, 2019).

The government's recent liberalization and economic and legal reforms have presented both challenges and opportunities for Nepalese industries. Organizations that are capable of learning, creating, and codifying knowledge are better equipped to manage the current instability and gain a competitive edge. Ultimately, an organization's success hinges on its people, their abilities, and their drive to succeed and excel. This underscores the importance of aligning HRM activities such as recruitment, selection, training and development, performance evaluation, and compensation with a strategic focus. However, Nepal faces numerous HR-related issues, including low productivity, declining employee motivation, satisfaction, and turnover, adversarial union-management relations, and hierarchical management practices (Adhikari, 1999).

In Nepal, as in many other developing nations, Human Resource Management (HRM) functions are still in the early stages of development (Adhikari & Muller, 2001). National culture and institutions play a significant role in shaping HRM practices, which are often influenced by social factors such as caste, religion, economic status, and political ties. The system is also burdened by outdated legislation and a bureaucratic red tape. Labor laws are not strictly enforced, and the adversarial nature of labor unions hampers organizational efficiency. However, these challenges are gradually being addressed due to the pressures of economic liberalization and increased competition (Debrah & Budhwar, 2001). Environmental factors, government regulations, labor unions, and globalization are increasingly highlighting the strategic importance of HRM in Nepal. The "Human Resource Approach," which views employees as valuable assets whose skills should be nurtured and utilized, is gaining traction in Nepalese businesses. Management is beginning to focus on issues such as employee participation in decision-making, workforce planning, recruitment processes, training and development, retirement policies, and compensation structures.

Human Resource Management (HRM) is a relatively new concept in Nepal, and there is limited knowledge about it in the region. Research in HRM within Nepal has been sparse, with only a few studies conducted. These studies are limited in number and scope, often failing to address various aspects and types of organizations comprehensively. Consequently, the findings from these studies may not be applicable across different types of organizations or consistent in addressing diverse personnel issues. There is a significant gap in understanding HRM practices for employees across different jobs and

organizations, compounded by a lack of effective policies regarding hiring, staffing, development, and compensation. Therefore, this study aims to identify and analyze the fundamental HRM procedures and practices employed in managing people within the school management of Nepal. Therefore, the problem toward which this study is directed is to investigate the following research questions:

- What is the trend of human resource management, employee turnover and employee performance?
- Is there any relationship between HRM practices and Employee turnover and performance in selected school?
- What is the impact of the HRM practices on Employee turnover and performance?

1.3 Objectives of the Study

The objectives of the study are following:

- To analyze trend on HRM practices of sample school.
- To examine the relationship between HRM practices and Employee turnover and performance.
- To evaluate the impact of HRM practices on Employee turnover and performance.

1.4 Rationale of the Study

Technology is advancing rapidly, making work easier and enabling quick problem-solving across various sectors, including education. However, the effective use of these technologies depends on Human Resources (HR). Thus, organizations need to invest in HR skills and facilities to keep up with progress. Investment analysis is crucial for guiding appropriate HR investments. This study focuses on HR management in educational institutions, aiming to provide essential information on the investment process. It will aid in making decisions about setting investment policies and evaluating the value of investments over time. The study offers insights into investment costs, expected returns, and the impact of HR investment on efficiency. It will also benefit those involved in career development within sample schools. The research seeks to explore the link between HR management and employee performance, providing valuable knowledge for lecturers to share with students. Overall, this study will assist in managing HR investments effectively and will serve as a useful resource for future research.

1.5. Limitations of the Study

As this study only involved private school of Kathmandu valley, its result should not be generalized for the all areas. Besides, some limitations of this study are:

- a. This study is based on primary data taken from structured questionnaire.
- b. Only those variable which are related to Human resource management, employee turnover and employee performance are considered in the study.
- c. 435 questionnaire were distributed. Among them only 400 employees are taken as sample of the study.
- d. Findings of the study is completely depend upon opinion provided by respondents.
- e. Only limited statistical tools are used for analysis.

CHAPTER- II

LITERATURE REVIEW

The literature review is an essential part of study planning. Its primary aim is to identify existing work related to the research problem and to highlight gaps in the field that the current study will address. To conduct the review, researchers examine a variety of sources, including books, reports, journals, research studies from various institutions, and unpublished dissertations by master's students.

2.1 Conceptual Review

The term now used in place of personnel management suggests that personnel managers should go beyond just handling recruitment, pay, and termination. Instead, they should focus on optimizing the use of an organization's human resources. Employees are considered the organization's most valuable assets, as essential functions such as managing cash flow, conducting business transactions, communicating across various media, and interacting with customers rely on their contributions. The potential of human resources drives organizational success. With continuous changes in today's organizations, these changes impact both the business and its employees. To enhance organizational effectiveness, it is crucial to manage individuals' capabilities, time, and talents effectively. Human Resource Management (HRM) aims to ensure that employees contribute to the organization's goals. HRM handles recruitment, employee performance, compensation, and problem-solving within the organization (Cherrington, 1995). The HR department focuses on seven key management functions: staffing, performance appraisals, compensation and benefits, training and development, employee and labor relations, safety and health, and HR research.

In small organizations with fewer than a hundred employees, there might not be a dedicated HR department, so line managers typically handle HRM duties. In contrast, larger organizations with a hundred or more employees usually have a human resource manager who oversees HRM tasks and reports directly to the CEO. Within these larger organizations, HRM teams often include both human resource generalists, who handle all seven HRM functions, and human resource specialists, who concentrate on just one of those functions.

2.1.1 Staffing

The job description and job specification are valuable tools in the staffing process, which is the first of the seven HR functions we'll discuss. Typically, the need for a new hire arises from someone in the organization, such as a department manager, or an event like an employee leaving. In large organizations, a formal employee requisition is required, detailing the job title, department, and start date for the new employee. The job description is then used to outline specific qualifications needed for the role, which helps in advertising the position both internally and externally (Mondy & Neo 2005).

The HR department's role includes attracting qualified applicants through job postings or other advertising methods and helping to screen resumes to invite suitably qualified candidates for interviews. Ultimately, the line manager will likely make the final selection, provided all Public Service Commission (PSC) and other legal and regulatory requirements are satisfied. Additionally, HR is responsible for ongoing staffing duties, such as planning for new or modified positions and reviewing existing job analyses and descriptions to ensure they accurately represent the current roles.

2.1.2 Performance Appraisals

After a skilled individual joins an organization, HRM must focus on fostering an environment that encourages and rewards outstanding performance. Performance can be evaluated through formal reviews, typically conducted annually, known as performance appraisals or evaluations. Line managers, who interact with employees daily and are best positioned to assess their performance, generally carry out these appraisals. Additionally, performance evaluations may also involve feedback from subordinates, peers, groups, or through self-assessment, or a combination of these sources (Mondy & Neo, 2005).

Different performance evaluators can be used based on the job, and similarly, various appraisal systems are available. Some commonly used methods include: (1) ranking employees within a group; (2) employing rating scales to categorize performance as above-average, average, or below-average; (3) documenting both positive and negative performance incidents; and (4) managing by objectives (MBO) (Mondy & Neo 2005).

Cherrington (1995) demonstrates that performance appraisals fulfill multiple roles, such as: (1) directing human resource decisions like hiring, dismissals, and promotions; (2)

offering rewards to employees through bonuses and promotions; (3) delivering feedback and highlighting areas for improvement; (4) pinpointing training and development needs to enhance job performance; and (5) supplying job-related information that aids in human resource planning.

2.1.3 Compensation and Benefits

Compensation (including hourly wages or annual salaries) and benefits (such as insurance, pensions, vacation, flexible work hours, sick days, stock options, etc.) can create a catch-22 situation because an employee's performance can be impacted by these factors, and their performance can also influence their compensation and benefits. Ideally, employees should feel that their pay reflects their worth, receive ample benefits, and gain intrinsic satisfaction from their work environment and the nature of their tasks. Compensation should be legal and ethical, sufficient, motivating, fair, equitable, cost-effective, and capable of providing job security (Cherrington 1995).

2.1.4 Training and Development

Performance appraisals play a crucial role not just in setting compensation and benefits but also in pinpointing opportunities for individuals to enhance their current roles and prepare for future roles. As organizations evolve through processes like downsizing or expanding, the demand for training and development programs increases. Training and development, a key aspect of HRM, involves acquiring or improving skills. Training is aimed at learning the specific skills, knowledge, and attitudes needed for a job or task, or enhancing current job performance. On the other hand, development focuses on broadening an employee's perspectives beyond job-specific skills (Nadler & Wiggs 1986). Education, which involves gaining new skills and knowledge for future work, is also an important component (Nadler & Wiggs 1986).

Given the focus on the current job, only training and development will be covered. Training serves various purposes, such as (1) onboarding and informing employees, (2) building necessary skills, (3) enhancing safety through accident prevention training, (4) offering professional and technical education, and (5) delivering supervisory and executive training (Cherrington, 1995). These training methods benefit both individuals and the organization. Some advantages include shorter learning periods for new hires, effective use of new or updated technology, reduced accident rates and costs due to

proper machine operation, improved customer service, enhanced productivity, and increased management involvement in the training process (Cherrington, 1995). When managers participate in training, they demonstrate their commitment to training goals and the value of human resource development.

The kind of training required is influenced by the material being taught, the time learners have available, and the budget. Instructor-led training typically involves demonstrations and hands-on experience with the product. On-the-job training and apprenticeships enable learners to develop new skills while performing their job tasks. Computer-based training (CBT) offers learners access to educational materials from different locations at times and places that suit them. Simulation exercises allow participants to explore the consequences of their choices in a risk-free setting before applying the concepts to real-world scenarios.

Training is aimed at enhancing skills for the present role, whereas development emphasizes activities that help employees broaden their knowledge and support their growth. Development opportunities encompass mentoring, career counseling, management and supervisory training, and job-specific training (Cherrington 1995).

2.2 Theoretical Review

2.2.1 Human Capital Theory

As a prominent economist and key figure of the “Chicago School,” Gary Becker made significant contributions to labor capital theory, alongside collaborators like Milton Friedman, Theodore Schultz, Ronald Coase, and Jacob Mincer. Becker’s notable impact on economics stems from his innovative empirical research, which expanded both the scope and content of economic study. His seminal work, *Human Capital Theories* (1964), is considered a classic in the field and was reissued in 1975 and 1993. Becker noted that his labor capital theory, along with the theories of Schultz and others, was widely referenced in communist countries such as Russia, China, and Eastern European nations. Economists and planners in these regions supported the idea of investing in human capital. *Human Capital Theories* explores the interplay between labor capital, family and societal development, and the effects of labor capital on income and return rates. It also addresses issues related to the returns on educational investments at various levels and the connections between age, earnings, wealth, and labor capital. The book concludes with an

original analysis of how economic changes affect the relationship between labor capital and family circumstances.

2.2.2 Human Resources Theory

Human Resources Management (HRM) theory includes a range of frameworks, models, and practices designed to manage an organization's workforce efficiently. Below are some important theories and concepts in HRM:

1. Classical Management Theory

Classical management theory emphasizes efficiency, productivity, and output. Notable contributors are:

- Frederick Taylor (Scientific Management): Focused on improving productivity through time studies, task standardization, and employee training.
- Henri Fayol (Administrative Theory): Introduced 14 management principles, such as work division, authority and responsibility, and unity of command.
- Max Weber (Bureaucratic Management): Promoted organized hierarchies, defined rules, and impersonal relationships within organizations.

2. Behavioral Management Theory

Behavioral management theory highlights the importance of human factors in the workplace.

- Elton Mayo (Hawthorne Studies): Showed that social elements and the well-being of employees are essential for productivity.
- Douglas McGregor (Theory X and Theory Y): Presented two perspectives on employees: Theory X (employees are unmotivated and require close supervision) and Theory Y (employees are driven and excel with autonomy).

3. Contingency Theory

Contingency theory posits that there isn't a universal method for managing an organization. Instead, the most effective approach varies based on the specific internal and external circumstances.

- Fiedler's Contingency Model: The success of leadership hinges on aligning the leader's style with the level of control and influence they have in a given situation.

- Situational Leadership Theory (Hersey and Blanchard): Leaders should adjust their style based on the maturity and skill levels of their followers.

4. Human Capital Theory

Human capital theory considers employees as valuable assets whose worth can be increased by investing in their education, training, and personal development. Gary Becker emphasized the economic benefits of investing in human capital through education and on-the-job training.

5. Resource-Based View (RBV)

RBV highlights the crucial role of an organization's resources and capabilities, such as its human resources. Jay Barney proposed that for a resource to offer a lasting competitive edge, it should be valuable, rare, difficult to imitate, and irreplaceable (VRIN).

6. Strategic Human Resource Management (SHRM)

SHRM aims to align human resource management practices with an organization's strategic goals to secure a competitive edge. Michael Porter, widely recognized for his contributions to strategic theory, has impacted SHRM by emphasizing the importance of syncing HR practices with strategic objectives.

7. Motivation Theories

Motivation theories elucidate what influences employees to work hard and achieve high performance levels.

- Maslow's Hierarchy of Needs: This theory posits that individuals are driven by a sequence of needs, starting with basic physiological necessities and progressing to self-actualization.

- Herzberg's Two-Factor Theory: This theory differentiates between hygiene factors, which can lead to dissatisfaction if absent, and motivators, which can enhance satisfaction and performance.

- Vroom's Expectancy Theory: According to this theory, motivation is determined by an individual's belief that their effort will lead to a specific level of performance and the perceived value of the resulting outcome.

8. Organizational Development (OD)

OD involves planned efforts to improve organizational effectiveness and health through interventions in its processes, structures, and culture.

- Kurt Lewin's Change Management Model: Involves three stages—unfreezing, changing, and refreezing—to manage organizational change.

9. Diversity and Inclusion Theories

These theories highlight the significance of effectively handling workforce diversity and creating an inclusive atmosphere. Thomas and Ely's Diversity Paradigms outline various strategies for managing diversity, such as the discrimination-and-fairness paradigm, the access-and-legitimacy paradigm, and the learning-and-effectiveness paradigm.

10. Legal and Ethical Considerations in HRM

HRM also requires knowledge of and adherence to labor laws and ethical practices to guarantee fair treatment of employees.

-Labor Law Theories: These encompass understanding regulations concerning employment agreements, workplace safety, and employee rights.

Together, these theories offer a thorough grasp of effective human resource management by taking into account various internal and external factors that affect organizational dynamics.

2.3 Empirical Review

Verhees (2014) researched on firms offer training to employees to receive better company results. Training might also increase turnover intentions since more skilled employees may become more attractive to other firms, according to Becker's human capital theory (1975). On the other hand, reciprocity theory suggests that training can enhance commitment, which may decrease turnover intentions. This thesis examines both the direct and indirect effects of training hours on employees' turnover intentions and explores the role of organizational commitment in this context.

Sung and Choi (2014) investigated on the effects of various human resource development (HRD) dimensions on organizational performance. The study outlines four unique dimensions of HRD, categorized into quantitative or qualitative approaches from either a managerial or employee viewpoint. It argues that HRD influences organizational performance by impacting employee outcomes, an assumption that is commonly held but seldom tested. Analysis of multi-source data from 207 manufacturing companies over five years supports these theoretical ideas. Structural path analyses reveal that HRD enhances employee commitment and competence, which subsequently affects the organization's financial performance. The quantitative aspects of HRD, such as resource investment, are linked only to employee commitment, while the qualitative aspects, like management support and perceived benefits, improve both employee commitment and competence. Additionally, the study shows that the quantitative and qualitative dimensions of HRD interact synergistically to predict employee outcomes. This research underscores the distinct contributions of various HRD dimensions and emphasizes the importance of employee outcomes as a mediator between HRD and organizational performance.

Gautam (2015) examined the extent of Human Resource Development (HRD) and the role of Human Resource (HR) managers in strategic decision-making, HR responsibility sharing, and changes in line management roles within HRD programs in publicly traded companies in Nepal. Data was gathered through structured questionnaires from line managers and HR managers across 105 organizations with at least five years of operation and analyzed accordingly. Findings indicate that many organizations do not adhere to a consistent approach when developing HRD strategies. There is a notably higher rate of promoting HR managers from within the organization for HRD roles, and there is an increasing trend of involving HR managers in strategy development. This study enhances the current HRD theory and supports Nepalese business managers in implementing policies and programs to boost overall business performance.

Pokhrel (2016) examined the role of employee recognition in job retention within Nepal's banking Sphere. The study investigates how human resource practices influence employee satisfaction, focusing on commercial banks in Nepal. It relies on data collected from 173 respondents across 20 banks, using structured questionnaires. To assess the impact, multiple regression models are employed. Findings reveal that human resource

practices significantly affect employee empowerment, commitment, and retention. Specifically, recruitment and selection, training and development, performance appraisal, compensation, and promotion practices all positively influence employee empowerment, while human resource planning does not. These practices also positively impact employee commitment, with human resource planning again showing no significant effect. For employee retention, human resource planning, recruitment and selection, training and development, performance appraisal, and compensation are positively significant, whereas promotion practices do not significantly affect retention.

Shrestha (2016) examined the human resource management and employee organization commitment of the Nepalese commercial banks. The study identifies employee organization commitment and job satisfaction as the dependent variables. The independent variables are training and development, recruitment and selection, performance appraisal, employee participation in decision making, and compensation practices. Data was collected from 190 respondents across 30 commercial banks in Nepal. The findings indicate that training and development, performance appraisal, and employee participation in decision making have a positive and significant effect on employee organization commitment. Conversely, recruitment and selection and compensation practices show a positive but insignificant impact on this commitment. Additionally, training and development, recruitment and selection, employee participation in decision making, and compensation practices positively and significantly influence employee job satisfaction, whereas performance appraisal has a positive but insignificant effect on job satisfaction.

Achim and Balan (2021) conducted a research on the importance of employee Motivation to increase organizational performance. The present study aims to understand the strategic importance of non-financial motivation in management. It is well recognized that the level of employee motivation significantly impacts an organization's performance and reputation. This study assumes a basic understanding of what "motivation" is and its general importance. However, motivation continues to be elusive for many employers, despite being frequently discussed in specialized literature and analyzed in conferences, seminars, and internal meetings. Surveys of employee's at large companies clearly indicate that these workers often feel unmotivated in relation to their value to the organization.

Lee and Raschke (2021) conducted a research on understanding employee Motivation and organizational performance: Arguments for a set-theoretic approach. This conceptual paper aims to summarize recent progress in understanding employee motivation and organizational performance, while also suggesting areas for future research. It identifies existing gaps in theoretical development and proposes alternative approaches to investigation. The current progress in motivation theory relies heavily on traditional quantitative methods like structural equation modeling and multiple regression analysis. Researchers are focusing on various combinations and configurations of relevant factors to gain a comprehensive understanding of this social phenomenon within its context.

Ahamed (2021) conducted a research on a study on employee Motivation and its influence on the performance of the organization. This essay aims to analyze the factors that drive high levels of organizational performance in employees. The results, which align with other research, demonstrate a positive link between organizational success and employee motivation. Studies suggest that aspects such as recognition and empowerment enhance employee motivation. When employees feel more acknowledged and empowered, their enthusiasm for work and the organization's performance improve. Conversely, employee dissatisfaction caused by monotonous tasks and client demands can negatively affect organizational effectiveness. This may lead to increased absenteeism and a tendency for employees to seek employment with companies that offer better recognition and improved working conditions.

Kharabsheh (2023) researched on the impact of digital HRM on employee performance through employee Motivation. The objective of this study is to explore the influence of digital HRM practices on employee motivation and how this motivation, in turn, affects job performance. Essentially, it investigates the role of employee motivation as a mediator between digital HRM practices and job performance. The study focused on two digital HRM practices: digital performance appraisal and digital training. The results reveal that employee motivation had a significant effect on job performance, digital performance appraisal had a notable impact on both employee motivation and performance appraisal, and employee motivation also significantly influenced job performance. Consequently, it was found that the effect of digital HRM practices on job performance was partially mediated by employee motivation. Competent employees are

shown to be more motivated to excel in their roles when they are aware of their performance levels.

Bae (2023) conducted a research on the differing effects of individual- and group-based pay for performance on employee satisfaction: The study examines how perceived fairness in performance evaluations affects various aspects of employee satisfaction in the public sector. Specifically, it investigates pay satisfaction, organizational satisfaction, and job satisfaction in relation to individual-based versus group-based performance compensation. Analyzing a twelve-year panel data set, the study finds that group-based pay for performance is strongly negatively associated with pay satisfaction, whereas individual-based pay for performance is positively linked to organizational and job satisfaction. Additionally, the results highlight a strong positive relationship between pay satisfaction, organizational satisfaction, job satisfaction, and the perceived fairness of performance evaluations.

Berdicchia, Bracci and Masino (2023) conducted a research on disentangling the effect of perceived performance management system accuracy on intrinsic and extrinsic Motivation. This study aims to explore how employees' motivation is influenced by their perception of the accuracy of performance management systems (PMS). To collect data, a questionnaire was distributed to a sample of local government employees. Data was gathered in two stages (T1 and T2), with a four-month interval between each stage, to assess changes over time. The results indicated that both task uncertainty and involvement in decision-making significantly moderated the relationship between perceived PMS accuracy and extrinsic motivation. Additionally, perceived PMS accuracy was found to have a positive correlation with both intrinsic and extrinsic motivation.

Table 1

Summary of Empirical Review

Author	Year	Title	Objectives	Method	Findings
Kharab sheh	2023	impact of digital HRM on employee performance through employee	To investigate the effect of digital HRM practices on employee Motivation and	Regression and correlation analysis	The findings indicate that digital training significantly impacted employee motivation and job performance. Additionally, digital performance appraisal

		Motivation	hence employee job performance		notably affected both employee motivation and performance evaluation. Furthermore, employee motivation had a considerable influence on job performance.
Berdicchia, Bracci and Masino	2023	disentangling the effect of perceived performance management system accuracy on intrinsic and extrinsic Motivation	To explore the effects of performance management systems' (PMS) perceived accuracy on employees' Motivation.	questionnaire distributed and longitudinally over two measurement waves (T1 and T2)	The findings showed that the accuracy of perceived PMS is positively linked to both intrinsic and extrinsic motivation. Additionally, involvement in decision-making and task uncertainty both enhance the positive relationship between perceived PMS accuracy and extrinsic motivation.
Lee and Raschke	2021	Understanding employee Motivation and organizational performance: Arguments for a set-theoretic approach	to articulate the progress that has been made in understanding employee Motivation and organizational performance	Multiple regression analysis, structural equation modeling	Researchers use a set-theoretic approach to enhance traditional quantitative analysis by exploring various combinations and configurations of relevant variables. To advance current understanding, the study suggests using this approach to harness employee motivation for improving organizational performance.
Achim and Balan	2021	The importance of employee Motivation to increase organizational	to understand the strategic importance of the non-financial Motivation in the management	The regression models are applied	The financial aspect of motivation is well-recognized and favored by both employers and employees. In this study, we will emphasize and advocate for the potential benefits and outcomes of

		performance process			implementing an effective non-financial motivation plan, focusing on its impact on the internal environment and long-term performance of the company.
Ahamed	2021	employee Motivation and its influence on the performance of the organization	To survive in this volatile and fierce market environment.	Regression analysis	Absenteeism rates among employees could rise, and some may choose to leave the company for competitors that provide better working conditions and more recognition. Since people are diverse, it's important to use varied strategies to motivate each individual effectively.
	2016	human resource management and employee organization commitment of the Nepalese commercial banks	To analyze the impact of Training and development, recruitment and selection, performance appraisal, employee participation on decision making and compensation practices	The survey was conducted from the 190 respondents of 30 commercial banks of Nepal through regression and correlation analysis	Training and development, performance appraisal, and employee involvement in decision-making all have a positive and significant effect on employees' commitment to the organization.
Pokhar el	2016		To examine the impact and importance of human	The study used primary data. The	Human resource practices greatly influence employee empowerment, commitment, and retention

resource survey is in commercial banks. practices on based on Recruitment and selection, employee 173 training and development, satisfaction. respondent performance appraisal, s from 20 compensation, and commercial promotion practices all banks in have a positive and Nepal. significant impact on employee empowerment. In contrast, human resource planning has a minimal effect on employee empowerment.

2.4 Research Gap

Employee turnover and productivity improve when employees receive recognition and appreciation. It is crucial to evaluate employee performance using incentives. While employee job satisfaction is gaining traction, it remains under-researched in Nepal. Nepali organizations face significant challenges with high employee turnover, which hampers their ability to meet corporate goals. Dissatisfaction with jobs is the main driver of turnover. Organizations need to address the underlying factors affecting job satisfaction. Employees value both monetary and non-monetary rewards equally.

Subedi and Chaudhary (2014) found that social, extrinsic, and intrinsic factors all significantly impacted employee turnover. The survey, which involved government employees in Nepal, highlighted key concerns such as salary, benefits, supervision, career advancement opportunities, pensions, and additional perks. The research concluded that employees' decisions to remain with organizations are shaped by a combination of financial and non-financial incentives.

Rehman and Lashari (2010) analyzed financial tools from microfinance organizations, while this study utilized statistical methods such as regression and correlation in the context of private schools. Several factors, including task autonomy, task relevance,

empowering satisfaction, social benefits, and organizational recognition, impact employee performance. Kumar (2023) explored rewards and job satisfaction, focusing on employee motivation and performance. Much of the research is centered in Europe and Asia, with limited studies emerging from Nepal. Rewards are a crucial indicator of employee performance within organizations.

CHAPTER- III

RESEARCH METHODOLOGY

3.1 Introduction

The study aims to examine and assess the impact of employee motivation on performance. By employing regression analysis in SPSS, the study identified the relationship between the independent and dependent variables.

3.2 Research Design

This study's research design integrated causal comparative analysis with descriptive methods. The causal aspect focuses on examining how incentives, motivation, pay, and recognition affect employee performance, while the descriptive aspect is used to compare and assess the various components and overall performance.

3.3 Population, Sample and Sampling Method

The population refers to the total count of private schools. For the research study, only the employees of these private schools were included in the sample. Out of 435 questionnaires distributed to the relevant school respondents after selecting the sample, only 400 were returned. A random sampling method was used to select respondents from various positions within different schools to distribute the questionnaires.

3.4 Nature and Source of Data

This study relied on primary data collected through a structured questionnaire featuring a five-point Likert scale. By employing a descriptive approach to explore the causal relationships between the variables, the results are significant for generalization. An organized survey was distributed via Google Docs through email, Viber, Facebook Messenger, and Viber. Respondents were free to answer the questions based on their own judgment, without any pressure to please the researcher. The participants were employees of private schools in the Kathmandu Valley.

3.5 Tools and Techniques of Analysis

The data analysis will follow the existing data patterns. To meet the study's objectives, a range of financial, accounting, and statistical tools have been employed.

Descriptive Statistics

Descriptive statistics, which are concise informational metrics, offer a summary of a data set, whether it's a sample or represents the entire population. These statistics fall into two main categories: measures of central tendency and measures of variability (spread). Measures of variability include the standard deviation, variance, minimum, and maximum, while measures of central tendency consist of the mean, median, and mode.

Mean

The arithmetic mean is a commonly used and popular measure for summarizing data from a single variable. It is calculated by dividing the total sum of all items by the number of items. The average value over the study period is depicted by the means of the different variables.

$$\text{Mean } (\bar{X}) = \frac{\sum X}{n}$$

Where,

\bar{X} = Sum of the variables 'x'

N = No. of Observation

Standard deviation

Dispersion refers to the extent to which individual items differ from a central value. The standard deviation quantifies this dispersion, with a higher standard deviation indicating greater variability. Minimal standard deviations suggest high regularity and consistency within the data, while larger standard deviations reflect more variability. This study calculated the standard deviation for various financial metrics, including earnings per share, dividend payout ratio, market value per share, retained earnings, dividend yield ratio, and price-to-earnings ratio.

$$\text{Standard Deviation (SD)} = \sqrt{\frac{\sum (X - \bar{X})^2}{n}}$$

Correlation analysis

Correlation analysis is a statistical technique used to determine the degree of relationship between two variables. This study has utilized simple correlation for this purpose. The correlation coefficients for the financial variables under consideration have been calculated, examined, and presented in a matrix format.

The following formula is used in this study to calculate the correlation coefficient between two variables, X and Y.

$$\text{Correlation Coefficient (r)} = \frac{n\sum xy - \sum x \sum y}{\sqrt{n\sum x^2 - (\sum x)^2} \sqrt{n\sum y^2 - (\sum y)^2}}$$

Coefficient of determination (r²)

The coefficient of determination quantifies how strongly two variables are linearly related, where one is dependent and the other is independent. In other words, it represents the percentage of variance in the dependent variable explained by the independent variable. This coefficient ranges from zero to one, with a value of one indicating no unexplained variation, meaning every data point fits perfectly on the regression line.

Regression analysis

Regression analysis shows the direction of movement in the variables but does not reveal their relative movement. To understand the relative movement, regression analysis can still be used. For the given variable, regression analysis has been computed and examined. In this study, employee performance and turnover are the dependent variables, while motivation, training and development, compensation and benefits, and perceived organization are the independent variables. Typically, multiple regression analysis involves computing the multiple coefficient of determination, standard error of estimate, and least squares approaches.

The model with several regression equations is:

Model I

$$EP = \beta_0 + \beta_1 MOV + \beta_2 TD + \beta_3 CB + \beta_4 PO \dots\dots e_t$$

Model II

$$ET = \beta_0 + \beta_1 MOV + \beta_2 TD + \beta_3 CB + \beta_4 PO \dots\dots e_t$$

Where,

Dependent Variables

EP = Employee Performance

Independent Variables

MOV = Motivation

TD = Training and Development

CB = Compensation and Benefits

PO = Perceived Organization

e_t = Error terms

3.6 Research Framework and Definition of Variables

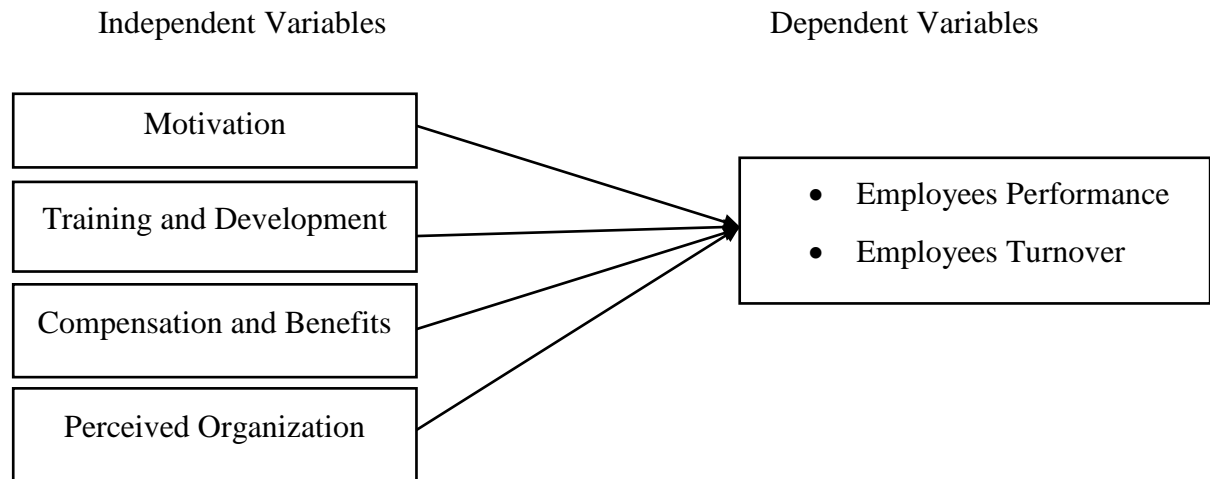


Figure 1

Research Framework

Source: (Long & Perumal, 2014)

Definition of Variables

Motivation

Motivation refers to the internal or external factors that propel an individual's actions. The name comes from the Latin *motivus*, which means "a moving cause" and alludes to the processes that psychological motivation is activated by. In order to provide an explanation for observable behavioral changes in individuals, psychologists investigate motivational forces. Thus, motivation can be used to explain, for instance, the finding that when the number of hours since the previous meal grows, a person is more likely to open the refrigerator door to look for food (Weeraratne, 2018).

Training and Development

Training and development encompass organizational processes designed to improve employees' knowledge, skills, and capabilities. While training concentrates on enhancing

specific job-related competencies, development takes a more expansive, long-term approach to foster employees' overall growth and potential.

Compensation and Benefits

Compensation and benefits (also known as comp & ben) refer to the rewards an organization provides to its employees in exchange for their labor. An attractive compensation and benefits plan can help you attract and retain top talent and keep them happy, motivated, and engaged at work. Therefore, compensation and benefits are a key part of Human Resource Management.

Perceived Organization

Perception, in the realm of organizational behavior, refers to the cognitive process through which individuals select, organize, interpret, and give meaning to the vast array of stimuli in their work environment. Perceived organizational performance can be defined as the employee perceptions regarding their organization's overall performance and perceived organizational performance is related with human resources management practices that directly affects the employees' attitudes within an organization

Employee Performance

Performance is determined by a person's drive, willingness, and capacity to finish tasks or work to the required standard. When someone doesn't know exactly what needs to be done and how to do it, their willingness and abilities are insufficient to get the job done. Everyone exhibits performance, which is a genuine behavior that is the result of employees producing work that is in line with their roles within the company. Employee performance is crucial to achieve organizational objectives (Ochola, 2022).

Employee Turnover

Employee turnover is the percentage of employees that leave your organization during a given time period. Organizations typically calculate turnover rates annually or quarterly. They can also choose to calculate turnover for new hires to assess the effectiveness of their recruitment policy.

CHAPTER – IV

RESULTS AND DISCUSSIONS

This part basically integrates information show, examination and understandings. In order to arrive at the result, the presented data are analyzed and interpreted using statistical tools like the mean, standard deviation, and regression analysis of variance test.

4.1 Demographic Characteristics

Majority of the respondents were female (i.e. 264) in this study which comprises of 66 % of the total respondents (Table. 2).

Table 2

Demographics Characteristics of Respondents

Respondent Character	No. of Responses	Percentage (%)
Gender		
Male	136	34
Female	264	66
Total	400	100
Age		
Under 25	8	2
26-35	336	84
36-45	40	10
46-55	12	3
Over 55	4	1
Total	400	100
Occupation		
Principal	12	3
Secondary Teacher	64	16
Primary Teacher	280	70
Non-teaching Staff	44	11
Total	400	100
Earnings		
Up to Rs.25000	148	37
25001-50000	176	44
50001-75000	76	19
Above Rs.75001	0	0
Total	400	100

Source: Self- Survey, 2023

In this study, the majority of respondents were female, totaling 264, which represents 66% of all participants. Conversely, 34% of respondents, or 136 individuals, were male. Respondents were categorized into five age groups, with the largest group being those aged 25–35, comprising 336 individuals or 84% of the total. Only 6% of respondents

were either under 25 or over 46 years old. Additionally, 70% of the respondents, or 280 people, are employed as workers, while 16 respondents, making up 64% of the total, hold managerial positions. Among the income brackets, the most common was Rs.25,001–Rs.50,000, with 176 respondents, or 44%. The income brackets of up to 25,000 and Rs.50,001–Rs.75,000 accounted for 37% and 19% of responses, respectively.

4.2 Descriptive Analysis

The surveyed banks were requested to evaluate the impact of human resource management practices on employee turnover and performance. The evaluation was conducted using a five-point Likert scale questionnaire, where each item ranged from "Strongly Disagree" to "Strongly Agree." The scale was coded as follows: 1 for "Strongly Disagree," 2 for "Disagree," 3 for "Neutral," 4 for "Agree," and 5 for "Strongly Agree."

Table 3

Descriptive Statistics of Motivation

Particular	N	Min	Max	Mean	SD
Intrinsic Motivation (internal drive) much important compared to extrinsic Motivation	400	1.00	5.00	3.153	1.363
I think Motivation affects performance, both personally and professionally	400	1.00	5.00	3.347	1.323
I found some activities or goals particularly motivating	400	1.00	5.00	3.281	1.336
I have experienced a significant shift in Motivation levels	400	1.00	5.00	3.152	1.279
I use some strategies to enhance my Motivation	400	1.00	5.00	3.355	1.326
Overall Mean and SD				3.257	1.325

Source: SPSS Output

Table 3 presents the descriptive statistics for both individual items and the overall Motivation sub-factor. The data was collected using five statements, with each respondent completing a five-point Likert scale. The total mean for Motivation is 3.257, which is higher than 3, and the standard deviation is 1.325. This indicates that HRM practices have an impact through Motivation.

Table 4

Descriptive Statistics of Training and Development

Particulars	N	Min.	Max.	Mean	SD
The training sessions conducted in your organization is useful.	400	1.00	5.00	3.090	1.351
Employees are given appraisal in order to motivate them to attend the training.	400	1.00	5.00	3.322	1.326

Due to training programs the employee's turnover is reduced in our organization.	400	1.00	5.00	3.282	1.355
The employees' performance is positive outcomes of training and incentives benefits.	400	1.00	5.00	3.157	1.287
Training helps to make higher productivity and financial returns for the organization.	400	1.00	5.00	3.285	1.367
Overall Mean and SD				3.227	1.337

Source: SPSS Output

Table 4 presents the descriptive statistics for individual items and the overall training and development sub-factor. Five statements were used to assess the variables, with respondents providing their answers on a five-point Likert scale. The mean score for training and development is 3.227, which is above 3, and the standard deviation is 1.337. This suggests that effective training and development can enhance employee turnover.

Table 5

Descriptive Statistics of Compensation

Particulars	N	Min	Max	Mean	SD
Employees feel the importance of incentives and rewards provided by the bank as a result of performance appraisal.	400	1.00	5.00	3.22	1.327
From my point of view salaries system and additional benefits are fair and it is pushing me to improve my performance appraisal	400	1.00	5.00	3.60	1.341
I see the 'end of service benefits' in the incentives law is appropriate for all job categories securing their future thus motivating their performance.	400	1.00	5.00	3.47	1.416
Motivation to work depends on comparison of justified compensation between you and others.	400	1.00	5.00	3.17	1.223
Indirect compensation (health insurance, end of service benefits, etc.) increases the efficiency and improves their performance.	400	1.00	5.00	3.17	1.541
Overall Mean and SD				3.326	1.369

Source: SPSS Output

Table 5 presents the descriptive statistics for individual items and the overall Compensation category. The variables were assessed through five statements, with each respondent using a five-point Likert scale. The Compensation's overall mean is 3.326, with a standard deviation of 1.369, indicating a value above 3. This suggests that the compensation has a positive impact on employee performance.

Table 6

Descriptive Statistics of Perceived Organization

Particulars	N	Min	Max	Mean	SD
Organization regulations provides us better training.	400	1.00	5.00	3.18	1.349
Organizational policy covers many training programs.	400	1.00	5.00	3.35	1.321
Different social programs helps to facilitate organizational policies effectively.	400	1.00	5.00	3.28	1.352
In our organization, we are also involved in decision making.	400	1.00	5.00	3.17	1.286
Training as a part of organizational that helps to increase our productivity and performance.	400	1.00	5.00	3.32	1.359
Overall Mean and SD				3.26	1.334

Source: SPSS Output

Table 6 presents the descriptive statistics for specific items related to Perceived Organization, which are assessed through five statements. Each respondent completed a form with a five-point Likert scale. The Perceived Organization's standard deviation is 1.334, and the average score is 3.26, indicating it is above 3. This suggests that Perceived Organization could be utilized to enhance financial decision-making.

Table 7

Descriptive Statistics of Employee Performance

Particular	N	Min	Max	Mean	SD
I think that the result of performance is a standard for granting incentives.	400	1.00	5.00	3.24	1.323
I find that the positive performance motivates and it is also pushing me to work efficiently	400	1.00	5.00	3.61	1.336
Senior management at the bank link between incentives and results of performance for the employees.	400	1.00	5.00	3.49	1.407
I feel satisfied about bonuses and increments that are added to the salary per year based on the results of performance appraisal.	400	1.00	5.00	3.17	1.215
My job helps me to gain new skills and capabilities and offers me the potential for creativity and excellence in the work.	400	1.00	5.00	3.17	1.544
Overall Mean and SD				3.36	1.365

Source: SPSS Output

Table 7 presents the descriptive statistics for employee performance. Five statements were employed to assess the variables, with respondents providing their answers on a five-point Likert scale. The average score for the decision factor is 3.36, exceeding 3, with a standard deviation of 1.365. This indicates a favorable performance in HRM practices.

Table 8

Descriptive Statistics of Employee Turnover

Particular	N	Min	Max	Mean	SD
I think job dissatisfaction is the primary cause of the turnover.	400	1.00	5.00	2.963	1.238
I hampers a company's ability to provide quality goods and services.	400	1.00	5.00	2.957	1.324
It produce a sizable disservice rather than substantial service to their customers.	400	1.00	5.00	3.612	1.009
It creates intolerable and destructive organizational outcomes.	400	1.00	5.00	3.856	1.186
Employer costs almost killing a company's profit level	400	1.00	5.00	3.718	1.142
Overall Mean and SD				3.821	1.180

Source: SPSS Output

Table 8 presents descriptive statistics for employee turnover, which are measured using five statements. Respondents rated these statements on a five-point Likert scale. The overall mean for the decision factor is 3.821, exceeding 3, with a standard deviation of 1.180. This indicates a suboptimal performance in HRM practices.

Table 9

Descriptive Statistics of HRM Practices

Particular	N	Min	Max	Mean	SD
Motivation	400	1.00	5.00	3.257	1.365
Training and development	400	1.00	5.00	3.227	1.325
Compensation	400	1.00	5.00	3.326	1.337
Perceived Organization	400	1.00	5.00	3.260	1.369
Employee Performance	400	1.00	5.00	3.360	1.334
Employee Turnover	400	1.00	5.00	3.821	1.180

Source: SPSS Output

Table 9 presents the descriptive statistics for employee turnover, a factor considered by investors. Five behavioral bias factors are used to evaluate the variables, with each factor providing results on a five-point Likert scale. This indicates a positive level of employee turnover among Nepalese investors.

4.3 Correlation Analysis

To determine respondents' views on the effectiveness of performance appraisals and their impact on employee turnover, a single sample t-test was used. The study focused on four key variables: motivation, training and development, disposition, and perceived organization, which were considered crucial factors in the investment decision.

Table 10

Correlation between Dependent and Independent Variables

Variables	Motivatio n	Trainin g	Compensatio n	Perceived	Turnove r	Performance
Motivation	1					
Training and Development	.494**	1				
Compensatio n	.273**	.525**	1			
Perceived Organization	0.022	0.067	0.022	1		
Employee Turnover	.872**	.592**	.290**	0.021	1	
Employee Performance	.380**	.650**	.570**	0.018	.433**	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

The HRM practices are closely linked to both employee performance and turnover. These practices have demonstrated a strong correlation with employee performance and turnover. Motivation, training, and compensation all have a notably positive and significant impact on employee performance, although perceived factors show only a weak positive relationship. Additionally, motivation and training have a high degree of positive significance on employee turnover, while compensation has a weaker but still positive influence on turnover.

4.4 Regression Analysis

Impact of Motivation, Training and Development, Compensation and Perceived Organization on Employee Performance

Table 11

Model summary of Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765a	.585	.581	.42371

a. Predictors: (Constant), MOV, TAD, COMP, PEO

The R2 value indicates the proportion of variation in employee performance explained by independent factors. With an R2 of 0.585, this means that factors such as motivation,

training and development, compensation, and organizational perception account for 58.50% of the variation in employee performance.

Table 12

ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.843	4	24.961	139.035	.000b
	Residual	70.914	395	.180		
	Total	170.758	399			

a. Dependent Variable: EP

b. Predictors: (Constant), MOV, TAD, COMP, PEO

The ANOVA table provides a comprehensive overview and highlights the importance of both the independent and dependent variables. It demonstrates that at a significance level of 0.05 (with a P-value of 0.000, which is less than 0.05), there is a statistically significant relationship between the independent variables motivation, training and development, compensation, and perceived organization and the dependent variable, employee performance.

Table 13

Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.082	.109		.754	.451
	Motivation	.095	.044	.080	2.154	.032
	Training and Development	.375	.048	.342	7.811	.000
	Compensation	.110	.039	.122	2.791	.006
	Perceived Organization	.376	.042	.393	9.028	.000

a. Dependent Variable: EP

*. The variable is statistically significantly at 0.05 level

Source: SPSS Output

To assess the statistical significance of the regression coefficient, both the t-value and the corresponding P-value are considered. For instance, with a t-value of 0.754 and a P-value of 0.451 for the coefficient " β_0 ," it indicates that " β_0 " is statistically insignificant.

Additionally, given that the beta coefficients for motivation, training and development, compensation, and perceived organization are 0.080, 0.342, 0.122, and 0.393 respectively, a one-unit increase in these factors will lead to a corresponding increase of 0.080, 0.342, 0.122, and 0.393 units in employee performance.

In the same way, the p-values for motivation, training and development, compensation, and perceived organization are 0.032, 0.000, 0.006, and 0.000, respectively, indicating a significant effect on employee performance at the 0.05 level of significance.

Impact of Motivation, Training and Development, Compensation and Perceived Organization on Employee Turnover

Table 14

Model Summary of Employee Turnover

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736a	.541	.534	.46616

a. Predictors: (Constant), MOV, TAD, COMP, PEO

The R² value indicates the extent to which independent factors explain the variability in employee turnover. With an R² value of 0.541, this suggests that motivation, training and development, compensation, and organizational perception account for 54.10% of the variation in employee turnover.

Table 15

ANOVA Table

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.723	6	16.787	77.251	.000b
	Residual	85.402	393	.217		
	Total	186.124	399			

a. Dependent Variable: EM

b. Predictors: (Constant), MOV, TAD, COMP, PEO

The ANOVA table provides a comprehensive overview and highlights the importance of both the independent and dependent variables. It indicates that at a significance level of 0.05 (with a P-value of 0.000, which is less than 0.05), the connection between the independent variables motivation, training and development, compensation, and perceived organization and the dependent variable, employee turnover, is statistically significant.

Table 16

Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	.564	.175		3.213	.001
	Motivation	.006	.087	.005	.072	.004
	Training and Development	.111	.060	.097	1.850	.050
	Compensation	.329	.041	.349	8.087	.000
	Perceived Organization	.456	.050	.436	9.027	.000

a. Dependent Variable: EM

Source: SPSS Output

To determine the statistical significance of the regression coefficient, we consider the t-value and the corresponding P-value. For instance, a t-value of 3.213 and a P-value of 0.001 indicate the statistical significance of the computed " β_0 ." Given that the beta coefficients for motivation, training and development, compensation, and perceived organization are 0.005, 0.097, 0.349, and 0.436, respectively, an increase of one unit in each of these factors would lead to a corresponding increase of 0.005, 0.097, 0.349, and 0.436 units in employee turnover.

In a similar vein, the p-values for motivation, training and development, compensation, and perceived organization are 0.004, 0.050, 0.000, and 0.000, respectively, indicating a significant effect on employee turnover at the 0.05 level of significance.

4.5 Discussion

Based on the review above, the initial goal of the study identifies the human resources management affecting employee turnover and employee performance in school sectors .

The participants agreed with all statements grouped into categories such as 'Motivation, Training and Development, Disposition, Perceived Organization, and Employee Turnover.' In other words, they believe that fair assessment of their work and abilities, linked to rewards or compensations (both direct and indirect), motivates them to enhance their performance. This suggests sound investment decisions.

The second goal highlights the relationship between human resource elements (such as Perceived Organization, training and development, Compensation, and Motivation) and school employee turnover. The most significant positive correlation was found between investment choices and temperament, followed by training and development and Perceived Organization. The multiple correlation coefficient indicates that Motivation, temperament, and Perceived Organization explain only a portion of the variation in investment decision-making. According to the ANOVA of the regression model, there is no statistically significant correlation between investment choices and the explanatory factors, aligning with the results of Fakai (2022) and Kellie (2018), but differing from Weeraratne (2018).

Lastly, the third objective examines how factors such as Motivation, Training and Development, Compensation, and Perceived Organization affect employee turnover. The regression analysis shows that these independent variables explain 58.50% of the variation in employee turnover, as indicated by the R-square value. Motivation positively and significantly impacts employee turnover, meaning that a one-unit increase in motivation leads to an increase in turnover. Similarly, Training and Development, Compensation, and Perceived Organization also have a positive and significant effect on employee turnover, with increases in these factors leading to higher turnover. These findings align with Chhapra et al. (2018) but differ from the results of Dangol and Manandhar (2020) and Adil, Singh, and Ansari (2022).

CHAPTER – V

SUMMARY AND CONCLUSION

5.1 Summary

The research aimed to gather data by employing a structured questionnaire, which was personally delivered to the participants. The questionnaire included 28 items and was administered to individual employees. The data analysis for this study involved using techniques such as mean, standard deviation and coefficient of variation, correlation coefficient, regression, and Cronbach's Alpha.

The primary aim of the study was to identify the factors that impact employee turnover. Human resource behavior is shaped by elements such as motivation, training and development, compensation, and perceived organizational support. Human Resource Development (HRD) is crucial to any organization, with training and development being central to HRD. Training improves employees' skills, job performance, and career advancement. Institutions require highly skilled, efficient, and results-driven employees, which can be achieved through effective HRD policies and practices. This study focuses on exploring how investment in HRD influences employee performance in private schools.

The data was collected both in person and electronically through Google Docs. After gathering the information, statistical methods were employed to analyze it. The responses were reviewed and hypotheses were tested using regression analysis, reliability analysis, and coefficient correlation analysis. A questionnaire was developed to address the variables linked to human resource management's impact on employee performance and turnover. This approach was informed by existing literature, which also explored these variables in the context of human resource management and employee performance. The survey, conducted via convenience sampling, targeted school employees to investigate how human resource management affects employee turnover and performance. Out of 400 respondents, the relationships between dependent and independent variables were analyzed, with responses rated on a 5-point Likert scale from strongly disagree to strongly agree.

The responses were organized and evaluated using Microsoft Excel and statistical software to derive the results and conclusion. Reliability statistics and hypothesis testing were performed, and the final outcome was presented.

The current study focused on four key areas of human resource management: training and development, motivation, compensation, and perceived organizational behavior. Additionally, the study could be extended to investigate its impact on corporate or group employee turnover.

5.2 Conclusions

Based on the study's results and findings, it can be concluded that motivation, training and development, compensation, and perceptions of the organization affect the employee turnover and performance of private school employees. Additionally, when employees' skills, knowledge, and past experiences are considered, it can enhance both their turnover and performance. Conversely, factors such as training and development, compensation and benefits, and organizational perceptions can negatively impact employee performance.

The study concluded that perceived organization, training and development, compensation, and motivation have a significant impact on employee turnover and performance. There was also a significant positive relationship with the employee performance. The findings indicate that motivation, training and development, and perceived organization all positively affect employee performance. Additionally, it shows that employee turnover increases proportionally with each unit rise in motivation, training and development, disposition impact, and perceived organization.

5.3 Implications

The final section of this chapter discusses the implications of the key findings and identified gaps. These implications are significant milestones in improving the current state of the field. While there may be some potential consequences, the proposed measures are undoubtedly beneficial for enhancing existing conditions. The following recommendations are suggested:

HRM practices should be aligned with organizational goals. Their effectiveness in reducing turnover and improving performance hinges on their support for the organization's broader strategic objectives. Effective HRM practices, including competitive compensation, employee engagement programs, and career development opportunities, are crucial for reducing turnover, which can otherwise lead to higher costs, service disruptions, and loss of institutional knowledge. HRM practices have a direct impact on employee performance. Implementing practices such as training and development, performance management systems, and employee recognition programs can boost productivity, foster innovation, and enhance overall organizational performance.

HRM practices influence the organizational culture, which subsequently impacts turnover and performance. A supportive culture that enhances job satisfaction, employee engagement, and work-life balance tends to reduce turnover and boost performance. Organizations that regularly adjust their HRM practices to address evolving workforce needs and market conditions are better positioned to keep top talent and maintain high performance. By leveraging data analytics in HRM, organizations can uncover trends related to turnover and performance, leading to more effective strategies. This data-driven approach can help forecast turnover risks and pinpoint the factors most affecting employee performance. Engaged employees are more likely to stay with the organization and excel in their roles. Therefore, HRM practices that promote engagement—such as involving employees in decision-making and offering meaningful work—are essential for both retention and performance.

HRM practices need to adhere to legal requirements and ethical standards. Poor management in these areas can lead to higher turnover due to employee dissatisfaction and can negatively affect performance through legal issues or damage to the company's reputation. In a global business landscape, HRM strategies must be adapted to various cultural contexts. Effectively understanding and managing these differences is crucial for minimizing turnover and sustaining high performance across different regions. There's a cost-benefit element to HRM practices: although implementing effective strategies may require a considerable investment, the resulting decrease in turnover costs and enhancement in employee performance can yield a significant return on investment.

Studies on HRM practices emphasize the value of a strategic, data-informed, and employee-focused method for managing human resources. Companies that excel in these aspects tend to see reduced turnover and improved employee performance, contributing to greater overall business success.

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QUESTIONNAIRE

Dear Respondent,

I am a student of Shanker Dev Campus Affiliated to Tribhuvan University, pursuing a Master's in Business Studies. The questionnaire is intended to help the researcher get information on the impact of human resource management practices on employee turnover and performance. The purpose of the study is purely academic and information given will be treated with the highest degree of confidence. You have been selected as a key respondent for this study. Kindly, complete the questionnaire to enable the researcher complete the study. Please tick the answer which represents your opinion on the subject. I appreciate your participation in this effort.

Thank you,

Rajaram Pyakurel

Shanker Dev Campus

Tribhuvan University

Section A: Demography of respondents

Name of the School:

1. Please select your gender

Male

Female

2. Please select your age (in years)

Under 25

26-35

36-45

46-55

Over 55

4. Please select your job position

Primary Teacher

Secondary Teacher

Non-Teaching Staff

Principal

6. Earning Per Months

Up to Rs.25000 Rs250001 to 50000 Rs.50001 to 75000 above

Rs.75001

Section B: Impact of human resource management practices on employee turnover and performance

Please mark a tick in an appropriate response that best describes your view and perception towards performance and the satisfaction. [1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree]

Motivation

Particular	1	2	3	4	5
Intrinsic motivation (internal drive) much important compared to extrinsic motivation					
I think motivation affects performance, both personally and professionally					
I found some activities or goals particularly motivating					
I have experienced a significant shift in motivation levels					
I use some strategies to enhance my motivation					

Training and Development

Particular	1	2	3	4	5
The training sessions conducted in your organization is useful.					
Employees are given appraisal in order to motivate them to attend the training.					
Due to training programs the employee's turnover is reduced in our organization.					
The employees' performance is positive outcomes of training and incentives benefits.					
Training helps to make higher productivity and financial returns for the organization.					

Compensation

Particular	1	2	3	4	5
Employees feel the importance of incentives and rewards provided by the bank as a result of performance appraisal.					
From my point of view salaries system and additional benefits are fair and it is pushing me to improve my performance appraisal					
I see the 'end of service benefits' in the incentives law is appropriate for all job categories securing their future thus motivating their performance.					

Motivation to work depends on comparison of justified compensation between you and others.				
Indirect compensation (health insurance, end of service benefits, etc.) increases the efficiency and improves their performance.				

Perceive organization

Particular	1	2	3	4	5
Organization regulations provides us better training.					
Organizational policy covers many training programs.					
Different social programs helps to facilitate organizational policies effectively.					
In our organization, we are also involved in decision making.					
Training as a part of organizational that helps to increase our productivity and performance.					

Employee Performance

Particular	1	2	3	4	5
I think that the result of performance is a standard for granting incentives.					
I find that the positive performance motivates and it is also pushing me to work efficiently					
Senior management at the bank link between incentives and results of performance for the employees.					
I feel satisfied about bonuses and increments that are added to the salary per year based on the results of performance appraisal.					
My job helps me to gain new skills and capabilities and offers me the potential for creativity and excellence in the work.					

Employee Turnover

Particular	1	2	3	4	5
I think job dissatisfaction is the primary cause of the turnover.					
I hampers a company's ability to provide quality goods and services.					
It produce a sizable disservice rather than substantial service to their customers.					
It creates intolerable and destructive organizational outcomes.					
Employer costs almost killing a company's profit level					

**THANK YOU FOR PROVIDING YOUR PRECIOUS TIME TO FILL
THIS QUESTIONNAIRE!!**

IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES O...

By: Rajaram Pyakurel

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ABSTRACT

Employee citizenship behavior towards organization has become important asset to the organization in today's competitive world. This study focuses on human resource management practices in school sector and employee's behavior towards their organization performance. The main objective of the study was to analyze the impact of human resource management practices on Employee

turnover and performance.