

## Enhancing Employee Retention in the Private Banking Sector: A Comprehensive Analysis of Human Resource Management Practices in Mirpurkhas District.

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### Abstract

This research study examines the impact of Human Resource Management (HRM) practices on employee retention within the private banking sector of Mirpurkhas, Pakistan. With contribution of factors like Skill development training, performance appraisal, as perks and Benefits, and work-life balance, and growth opportunities. A Close-Ended Questionnaire is utilized for data collection, with a sample size of 205 participants chosen through non-probability random sampling. The survey encompasses five variables—Employee Perks & Benefits, Skill Development Training, Performance Appraisal, Work-Life Balance, and Growth & Retention—with 25 items adapted from existing studies. Descriptive statistics and Structural Equation Modeling (SEM) using Smart PLS are employed for data analysis. Study collected data Sample 205, out of 350 total population from proposed area of private banking sector of Mirpurkhas, Pakistan. The sample size determination follows the formula outlined in Krejcie's article (1970), with a commendable response rate of 88.8 percent. The study establishes excellent reliability with a Cronbach's alpha of 0.878, ensuring the internal consistency of the data. The demographic profile of respondents, including age, gender, marital status, education, and experience, is presented. The normalized mean and standard deviation values indicate standardized data, facilitating objective assessment. The Measurement Model, Factor Loading, and Discriminant Validity Test confirm the reliability and validity of the employed constructs. Internal Consistency Reliability Analysis and Hypothesis-Testing validate the substantial impact of HRM practices on employee retention. Highlight the pivotal role of compensation, training, performance appraisal, work-life balance, and growth opportunities in shaping employee loyalty. Recommendations include revising compensation structures, investing in training programs, implementing effective performance appraisal, promoting work-life balance, creating growth opportunities, and considering additional perks. In conclusion, the research contributes valuable insights for organizational leaders and HR practitioners, guiding them in strategic HRM practices to enhance employee retention within the dynamic banking industry of Mirpurkhas.

**Keywords:** compensation, HRM, growth, retention, appraisal.

### Introduction

In today's competitive business world, employees have become important assets for the organization. An organization's ability to acquire, retain, and develop its employees is important

in determining its success (Anwar and Abdullah, 2021). The financial sector, one of the largest industries in Pakistan, has a large workforce. The sector, however, has a great problem with retaining staff; staff turnover drives up costs and diminishes customer service levels in this industry (Saqib et al., 2022). Employee retention can be promoted by banks through effective HRM practices and a clear understanding of what leads to the retention of people (Aftab et al., 2022). According to a study by Papa et al (2020), HRM practices and organizational culture are two major determinants that affect employee retention. Thus, better management of HRM practices such as recruitment, training and development, compensation, and performance appraisal can raise employee retention. Staff morale and loyalty can be enhanced by recruitment processes that successfully screen applicants and match them with vacant positions (Aburumman et al., 2020). Similarly, training on employee skills and capabilities could enhance both engagement of employees as well as their retention rates. The use of regular feedback mechanisms together with reward systems in performance appraisal processes may contribute to increased employee retention. Moreover, fair pay systems which are based on equity basis will act relationship builders between workers and companies (Hamouche, 2021).

This research endeavors to assess the influence of human resource management (HRM) practices on employee retention within private sector banks in the Mirpurkhas region, shedding light on how these practices contribute to employee retention in the banking sector, a vital contributor to a country's economic growth. The packages is an important factor impacting employee retention, as adequate pay is seen an employee recognition and promoting awareness of value and justice (Murttingsih, 2020). Education defines the acquisition and development of the knowledge, skill and attitudes required for employment, is another important factor. Good planning improves performance by helping teach new skills and knowledge (Nguyen and Duong, 2020). Provide engagement and opportunities theses polices can increase engagement and reduce employee turnover. (Rodriguesetal.2020).

#### **Information management systems.**

These include fair wages, good training, performance evaluation and maintaining a healthy business life. (Shaikh M. Rafique and RB, Soomro 2023).

#### **HRM Practices**

**Professional Development Opportunities:** Offering ongoing learning and development programs to empower employees in enhancing their skills and advancing their careers.

**Flexible Work Arrangements:** Implementing adaptable work schedules or remote work options to promote a harmonious work-life balance.

**Recognition and Rewards Programs:** Acknowledging and rewarding employees for their accomplishments and contributions to foster a positive and motivating work atmosphere.

**Employee Engagement Initiatives:** Introducing initiatives to boost employee engagement, such as team-building activities, mentorship programs, and regular feedback sessions.

**Career Path Planning:** Providing transparent career paths and growth opportunities within the organization to encourage long-term commitment from employees.

**Health and Wellness Programs:** Introducing wellness initiatives and health-related benefits to prioritize employee well-being and reduce stress.

**Effective Communication Channels:** Establishing transparent and open communication channels to address concerns, provide feedback, and keep employees informed about organizational developments.

**Workplace Flexibility:** Allowing flexibility in work arrangements, including part-time options or compressed workweeks, to accommodate diverse employee needs.

**Supportive Leadership:** Cultivating a leadership culture that is supportive, empathetic, and values the well-being of employees.

**Employee Feedback and Surveys:** Implementing regular feedback mechanisms and surveys to gauge employee satisfaction levels and pinpoint areas for improvement.

**Inclusive and Diverse Environment:** Promoting workplace diversity and inclusion to create a sense of belonging and acceptance among employees.

**Performance Recognition:** Recognizing and rewarding high performers to foster a culture of excellence and motivation.

**Employee Assistance Programs:** Offering resources and support through employee assistance programs to address personal and work-related challenges.

**Exit Interviews and Analysis:** Conducting exit interviews to gather insights from departing employees and utilizing the feedback to enhance retention strategies.

**Employee Compensation:** Ensuring competitive compensation is vital for companies, requiring regular evaluation and adjustment of salaries. Even if immediate pay increases are not feasible, exploring alternative forms of compensation, such as bonuses, and enhancing health care benefits and retirement plans can contribute to employees' job satisfaction (Robert Half, 2023).

**Perks and Benefits:** To stand out to potential hires and re-engage current staff, offering appealing perks is essential. According to research, flexible schedules, remote work options, and home office stipends are highly valued by professionals. These perks not only enhance morale but also contribute to the overall attractiveness of the workplace (Robert Half, 2023).

**Skill Development Training:** In Human Resource Management (HRM), training is a crucial function aimed at providing employees with the necessary knowledge and skills for effective job performance. This includes onboarding, skill development, and ongoing training programs to align employees with organizational goals and objectives (Mazoor F. et al., 2019).

**Performance Appraisal:** Another essential HRM function is performance appraisal, involving the evaluation of employees' job performance and contributions. This process includes setting performance standards, collecting relevant data, and providing feedback for career development and organizational growth. It aids in identifying areas for improvement and implementing changes to enhance overall employee performance (Kibria A, et al., 2021).

**Work-Life Balance:** A healthy work-life balance is crucial for job satisfaction. Managers should be mindful of sending the right message regarding time management, encouraging setting boundaries, and respecting employees' lives outside of work. Offering compensation, such as extra time off, for necessary late-night work on projects helps maintain this balance, especially in a remote work setting (Robert Half, 2023).

**Growth Opportunities:** In today's competitive job market, employees seek more than just a paycheck; they desire meaningful contributions and career advancement. HR plays a vital role in

combating the Great Resignation by fostering transparency, providing training and development, recognizing contributions, establishing clear career paths, and offering regular feedback. Focusing on meaningful work and growth opportunities enhances employee satisfaction and retention (adapted from original content).

**Retention Strategies in the BPO Industry:** Competitive compensation and benefits are crucial in retaining talent in the competitive BPO industry. To address challenges posed by The Great Resignation, companies must offer attractive salary and benefits packages to ensure employee loyalty.

**Banking Industry in Pakistan:** Pakistan's banking industry comprises around 31 banks, with five public-sector, four foreign, and 22 local private banks. A small number of banks, constituting the main rivals, control a significant portion of the country's banking assets, accounting for approximately 57% of all deposits and 53% of all advances in the economy (Khan & Hanif, 2019)

Bank Name
Habib Bank Limited (HBL),
United Bank Limited
MCB Bank Limited,
Allied Bank Limited (ABL)
Bank Al habib Limited
Meezan Bank
Bank Islami
Dubai Islami Bank
Faysal Bank ltd.
Sonri Bank ltd.
Askri Bank Ltd.

## Literature Review

### Definition of Employee Retention and review

Long term retention of competent employees is an obvious quest of every organization because it reduces the costs associated with staff turnover, preserves institutional knowledge, and boosts workers' productivity and job satisfaction (Papa et al., 2020). Compensation, job security, professional growth opportunities, work-life balance, and organizational culture are just few examples of the variables that might influence retention of employees (Aburumman et al., 2020). Organizations may enhance performance by retaining their best employees, increasing employee engagement, and implementing effective employee retention methods (Hassan, 2022). Organizations use employee retention as a strategic tactic to retain their bright and competent personnel. It entails putting into effect measures that will improve employee satisfaction, develop loyalty and dedication, and foster a pleasant work environment.

Employee retention acknowledges that keeping skilled and productive workers is essential for an organization's long-term success (Don-Solomon & Ayawei, 2022). Employee retention is influenced by a number of important aspects. First, it may be boosted by providing competitive pay, performance-based bonuses, healthcare benefits, retirement plans, and other advantages (Ghani et al., 2022). Secondly, professional advancement opportunities are essential for retaining employees. It not only helps employees improve their abilities but also shows that

the company cares about their long-term success to offer them resources for professional development, training programs, mentor-ship facilities, and growth possibilities (Kumar, 2022). Thirdly, retaining employees requires a positive workplace culture and a work-life balance. Effective employee management through open communication channels, frequent performance reviews and feedback, awards for accomplishments, and chances for employee involvement and participation all play a role in employee retention (Narayanan et al., 2019)

The expenses incurred due to turnover extend beyond the readily apparent, encompassing elements such as reference checks, security clearances, temporary worker costs, relocation expenses, formal training expenditures, and induction costs, as noted by Kotzé and Roodt in 2005. Additionally, less conspicuous but equally impactful costs include missed deadlines, the loss of organizational knowledge, diminished morale, and the negative perception of the company's image by clients. It is essential for organizations to recognize and address both overt and covert costs associated with employee turnover. This study underscores that compensation holds a more significant association with employee retention than development opportunities. It emphasizes the importance for managers to design compensation plans perceived positively by employees at various levels to facilitate the achievement of organizational goals. This comparative study on the banking industry in Bangladesh explores the impact of development opportunities and compensation on employee retention (Mahfuja Khatun et al., 2023).

Research findings reveal a positive and significant relationship between all HRM factors and employee retention. Employers, offering competitive scalability aligned with market rates and fostering a supportive environment, enhance employee performance and loyalty. The study, focused on the banking sector, provides evidence of the role of HRM practices in retaining employees (M. Daniyal & Mrestyal Khan, 2020). Another study affirms the positive impact of HR functions—training, compensation, and performance appraisal—on employee retention, emphasizing the development of skills and increased satisfaction. It delves into the mediating effects of employee job satisfaction in the context of training facilities, benefits, and compensation (Pisak Kalyanan mitra et al., 2020). Examining the relationship between training and development, job satisfaction, and employee retention, the study emphasizes training as a vital factor for enhancing organizational performance and a key strategy for influencing employee retention. This empirical research focuses on the private sector (Ashraf Al Safty, Mehmood Aurabi, 2022).

Findings from a different study reveal a significant relationship between job satisfaction, employee retention, and work-life balance. The study underscores the importance of work-life balance as a critical aspect of human resource management for policymakers, organizations, and employees. It specifically focuses on millennial employees in Vijayawada, Andhra Pradesh (G. Sailatha and Dr. Rama Sawati, 2022). Highlighting the positive impact of training and development and the working environment on employee retention, another study delves into the realm of human resource practices affecting organizational commitment. The research specifically focuses on private sector banks in Madurai district (Bose, 2018). Performance appraisal is emphasized as crucial in retaining employees, influencing compensation, promotion, productivity, increment rates, transfer, demotion, termination, quality services, and employee

motivation. This study focuses on the banking sector in Pakistan (Aleem and Bowra, 2019). Lastly, the importance of employees in shaping the reputation of an organization is emphasized in a study exploring the effect of performance appraisal on employee retention (Khalid and Nawab, 2018).

### Research Gape

Even though employee retention is extremely important for businesses, there is still a huge research gap in our knowledge of how HRM practices impact employee retention in Pakistan's banking sector. There is no sufficient empirical research available regarding role of HRM Practices as a moderator in this context, despite prior studies exploring the relationship between HRM practices and employee retention (Aman-Ullah et al., 2022). Investigating the effects of HRM practices on employee retention in the context of Pakistan's banking sector while taking the moderating effect of organizational culture into account is vital to closing this gap. A more thorough knowledge of the elements impacting employee retention may be attained by looking at how these variables interact (Hassan, 2022; Ghani et al., 2022).

The study will also explore contextual factors unique to the Mirpurkhas region that may influence the effectiveness of HR practices. This includes considering the socio-cultural aspects of the local workforce, economic conditions, and industry-specific characteristics. By addressing this research gap, the findings of this study aim to provide valuable insights for HR practitioners, organizational leaders, and policymakers in the Mirpurkhas region. Moreover, the research outcomes can contribute to the broader literature on HRM practices and employee loyalty, offering a context-specific perspective that enriches our understanding of these dynamics within the regional context.

### Objectives

This study aims to explore the impact of HRM practices on employee's retention in the banking sector of Mirpurkhas district by observing following research objectives

#### **Examine the Influence of Perks & benefits on Employee Retention:**

Investigate the effects of employee Perks and benefits on retention within the private banking sector of Mirpurkhas.

#### **Explore the Role of on skill development in Enhancing Employee Retention:**

Once of on job training programs on employee retention in the private banking sector of Mirpurkhas.

#### **Assess the Impact of Performance Appraisal on Employee Retention:**

Performance appraisal practices affect employee retention within the private banking sector of Mirpurkhas.

#### **Evaluate the Relationship Between Work-Life Balance and Employee Retention:**

Investigate how work-life balance contributes to employee retention within private the banking sector of Mirpurkhas.

#### **Examine the Influence of Growth and Retention on Employee Retention:**

Investigate how growth opportunities impact employee retention within the private banking sector of Mirpurkhas.

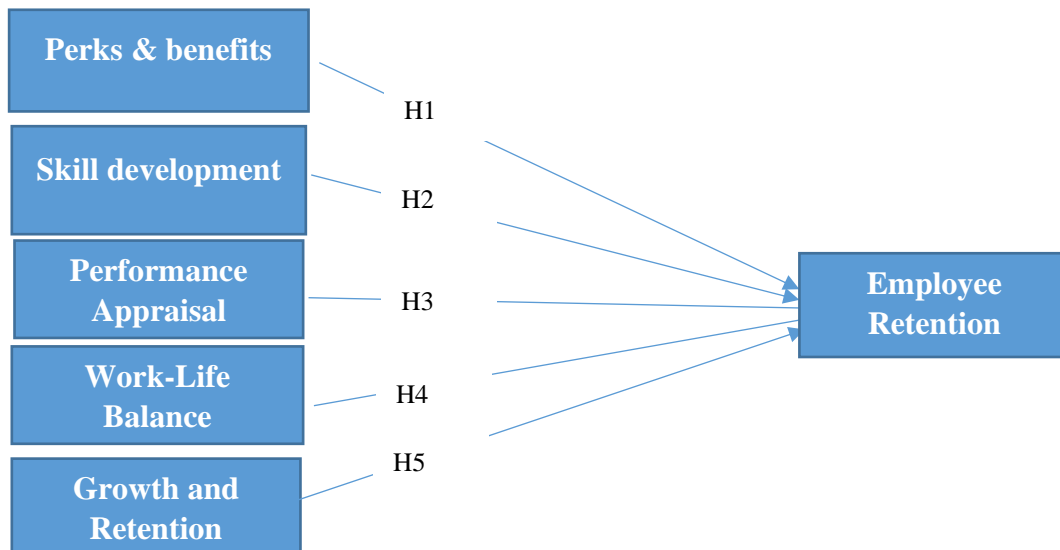
**Research question**

The research aims to investigate the impact of various factors on employee retention in the private banking sector of Mirpurkhas. Specifically, the study will examine the influence of employee compensation, skill development programs, performance appraisal practices, work-life balance, perks and benefits, growth opportunities, and recognition and rewards systems on the retention of employees. The research questions include inquiries into how these factors individually contribute to or affect employee retention within the specified banking sector, providing a comprehensive understanding of the dynamics involved in retaining employees in Mirpurkhas' private banking industry.

**Study Conceptual Frame Work**

Independent Variables (IV)

Dependent Variables (DV)



**Hypothesis**

**Hypothesis for Employee Compensation:**

- a. Null Hypothesis (H0): There is no significant relationship between employee perks and benefits and retention in the banking sector of Mirpurkhas.
- b. Alternative Hypothesis (H1): Employee perks and benefits significantly influences retention in the private banking sector of Mirpurkhas.

**Hypothesis for Training Programs:**

- a. Null Hypothesis (H0): Skill development programs have no significant impact on employee retention in the banking sector of Mirpurkhas.
- b. Alternative Hypothesis (H1): skill development programs significantly enhance employee retention in the banking sector of Mirpurkhas.

**Hypothesis for Performance Appraisal:**

- a. Null Hypothesis (H0): Performance appraisal practices do not significantly affect employee retention in the banking sector of Mirpurkhas.

- b. Alternative Hypothesis (H1): Performance appraisal practices significantly influence employee retention in the banking sector of Mirpurkhas.

#### **Hypothesis for Work-Life Balance:**

- a. Null Hypothesis (H0): Work-life balance has no significant contribution to employee retention in the banking sector of Mirpurkhas.
- b. Alternative Hypothesis (H1): Work-life balance significantly contributes to employee retention in the banking sector of Mirpurkhas.

#### **Hypothesis for Growth Opportunities:**

- a. Null Hypothesis (H0): Growth & retention opportunities do not significantly impact employee retention in the banking sector of Mirpurkhas.
- b. Alternative Hypothesis (H1): Growth opportunities significantly impact employee retention in the banking sector of Mirpurkhas.

These hypotheses provide a clear framework for testing the relationships between the variables mentioned in each objective.

#### **Methodology**

In this study the variable are identify through employing a quantitative Method to elucidate the connections between identified variables by utilizing numerical data. The sample for this research is chosen through a non-probability random sampling method, selected for its accessibility and the probability of securing responses from participants.

#### **Scale Development**

This study involves the use of a Close-Ended Questionnaire to collect data. Within the questionnaire, five variables are considered, with the Employee retention variable consisting of five items adapted from Hong et al. (2012). A Five-point Likert type scale, which serves as an ordinal scale, enabling respondents to express their agreement levels, ranging from "strongly disagree" to "strongly agree." Regarding the sampling process, a sample size of 205 is selected from a population of 350 employees in the private banking sector of the Mirpurkhas region. The sample size determination follows the formula outlined in Krejcie's article (1970), with a commendable response rate of 88.8 percent. Data collection involves visiting all private banks in the area for primary data collection. The quantitative data is gathered using a survey questionnaire tailored for this purpose.

For data analysis, descriptive statistics are employed to present the demographic profile of respondents, including factors like age, gender, and job position. Central tendencies (mean, median, and mode) and dispersion (standard deviation and range) are also assessed. The statistical analysis is carried out using software such as SPSS 26.0. Furthermore, this study employed Structural Equation Modeling (SEM) to establish a clear understanding of the relationships between variables and to test hypotheses. Smart PLS was utilized for this purpose. SEM, as a multivariate analysis technique, facilitates the examination of the interrelationships among various independent and dependent variables (Hair et al., 2016).



S.No.	Variable Name	No.Of Items	Study Reference
1	Employees Perks & benefits (EPB)	05	Items adapted from Hong et al. (2012),
2	Skill Development (SD)	05	Hong et al. (2012)
3	Performance Appraisal (PA)	05	Hong et al. (2012),
4	Work Life Balance(WB)	05	Lalonde et al. (2001),
5	Growth & Retention (GR)	05	Lalonde et al. (2001),

**Data Analysis and interpretation**

**Age of the Respondents**

The table illustrates that out of the 205 participants involved in the study, a significant portion of the workforce, accounting for 77 individuals (38%), falls within the age bracket of 18-30. Furthermore, 83 respondents (40.0%) were identified in the age group of 31-40. Additionally, 34 participants (17.0%) were situated in the age range of 41 to 50. The remaining 11 respondents (5.0%) were aged 50 and above.

**Table 4.1**

Age group		
Values	Frequency	Percent
18 to 30 years	77	38.0
31 to 40 years	83	40.0
41 to 50 years	34	17.0
50 years or above	11	5.0

**Gender**

The visual representation of the results indicates that among the 205 respondents engaged in the study, 157 were male, constituting 77% of the total. The remaining 48 respondents were female, making up 23% of the overall sample population.

Gender		
	Frequency	Percent
Male	157	77
Female	48	23

**Marital status**

The findings indicate that out of the 205 respondents, 125 individuals, making up 61.5%, were married, while the remaining 81 respondents were single, constituting 39.5% of the total sample population.

**Table 4.3:**

Marital status		
	Frequency	Percent
Married	125	61.5
Single	81	39.5

**Education/Degree**

This table showed that 36.1% respondent comprising highly qualified only 61.5% of the total were simple graduate and 2.4 small ratio was under graduate from sample of population.

**Table 4.4:**

Education	Frequency	Percent
Post-Graduate	74	36.1
Graduate	126	61.5
Undergraduate	05	2.4

**Experience**

The table illustrates that 18.5 respondents, constituting more than 15 years of experience, were part of the total 205 respondents. Additionally, 26.5% of the participants possessed professional experience ranging from 5 to 10 years, while 48.0 respondents, equivalent to 23.4%, reported having professional experience between 1 and 5 years. Furthermore, 14 respondents, making up 6.8%, had less than 1 year of professional experience.

**Table 4.5:**

Experience		
Experience	Frequency	Percent
15 years or more	38	18.5
5 to 10 years	54	26.3
1 to 5 years	99	48.0
Less than 1 years	14	6.8

**Over all reliability**

The reliability test aims to assess the internal consistency of the data, and it was conducted using SPSS/Smart PLS. Cronbach's alpha, a widely accepted method for measuring data reliability, was

employed. This method is particularly suitable for questionnaire-based data with Likert scales. The reliability test encompassed all 25 items within the scale, covering five variables: Employee Retention, Perks and Compensation, On-the-Job Training, Performance Appraisal, and Work-Life Balance and Growth. The obtained value in the table for Cronbach's alpha is 0.878, exceeding the threshold of 0.7. This result indicates excellent reliability, providing a strong foundation for proceeding with further data analysis.

Overall Reliability Statistics	
Cronach's Alpha	No. of Items
0.878	25

**Individual Reliability Statistics**

Scale	Cronbach's Alpha	No. of Items
Employee Growth & Retention	0.751	5
Perks & Benefits	0.847	5
Skill Development	0.741	5
Performance Appraisal	0.753	5
Work life balance	0.781	5

**Mean and STD. Deviation [SDM]**

Indicator Name	Indicator Code	Mean	Standard Deviation
Perks & Benefits	PAB1	3.631	1.142
	PAB2	3.247	1.147
	PAB3	2.554	1.128
	PAB4	2.910	1.170
	PAB5	3.450	1.186
Skill Development Training	SDT1	2.911	1.166
	SDT2	3.672	1.140
	SDT3	2.877	1.129
	SDT4	3.193	1.199
	SDT5	3.827	1.184
Performance Appraisal	PA1	3.622	1.169
	PA2	2.503	1.177
	PA3	3.834	1.136
	PA4	2.813	1.125

	PA5	2.576	1.140
Work Life Balance	WLB1	3.902	1.173
	WLB2	3.178	1.120
	WLB3	2.779	1.133
	WLB4	2.711	1.198
	WLB5	3.743	1.157
Growth & Retention	GAR1	2.898	1.108
	GAR2	2.559	1.128
	GAR3	3.860	1.114
	GAR4	2.759	1.130
	GAR5	2.663	1.127

The normalized mean and standard deviation values for a 5-point Likert type scale are conventionally expected to be 2.05 and above for mean, and 1.00 and above for standard deviation. These values suggest that the data collected on these variables through the 5-point Likert scale were standardized, enabling a more objective assessment of the results based on a common scale.

**Analysis of Measurement Model**

**Factor Loading**

Indicato	Employee	Perks and	Skill	Performance	Work Life
GAR1	0.785				
GAR2	0.760				
GAR3	0.754				
GAR4	0.721				
GAR5	0.753				
PAB1		0.710			
PAB 2		0.760			
PAB 3		0.763			
PAB 4		0.795			
SLD1			0.803		
SLD 2			0.769		
SLD 3			0.823		
SLD 4			0.710		
SLD 5			0.831		
PA1				0.845	
PA2				0.712	
PA4				0.853	
PA5				0.788	
WLB1					0.734
WLB2					0.731
WLB3					0.712
WLB5					0.784

**Analysis of Measurement Model**

**Factor Analysis**

The Measurement Model depicted in Figure 4.8 of the research showcases the variables, including Employee Retention, Compensation, Training, Performance Appraisal, and Work-Life Balance. Notably, it was observed that all the indicators associated with these variables exhibit high composite reliability values, surpassing the established standard of 0.7 (Liu, Y. 2021).

**Analysis of Measurement Model**

**Discriminant Validity Test**

The study employed the Average Variance Extraction (AVE) and Discriminant Validity (DV) metrics, revealing that each of the variables related to Employee Retention surpassed the threshold values of 0.5 and 0.7, respectively.

Latent	Employee	Perks &	Skills	Performance	Work	AVE
Employee	0.723	0.624	0.697	0.524	0.613	0.522
Perks &	0.523	0.730	0.634	0.682	0.672	0.547
Skills	0.543	0.535	0.758	0.692	0.654	0.577
Performance	0.672	0.672	0.652	0.763	0.519	0.581
Work Life	0.439	0.598	0.671	0.655	0.753	0.566

**Internal Consistency Reliability Analysis**

The F-Square, indicating the change in R-Square when removing an exogenous variable from the model, serves as an effect size measure, with values greater than or equal to 0.02 considered small, 0.15 considered medium, and 0.35 considered large (Cohen, 1988).

The findings from the model fit test indicate a significant and substantial impact of all independent variables on the effectiveness of employee retention.

Latent Variables	R Square	R Square	F Square
Perks & Benefits	--	--	0.24
Skill Development Training	--	--	0.30
Performance Appraisal	--	--	0.28
Work Life Balance	--	--	0.33
Employee Growth & retention	0.50	0.52	--

**Hypothesis-Testing**

Hypotheses	Status
Perks & Bibelots -> Employee Growth & Retention	Accepted
Skill Development Training -> Employee Growth & Retention	Accepted
Performance Appraisal -> Employee Growth & Retention	Accepted
Work Life Balance -> Employee Growth & Retention	Accepted

**Conclusion:**

In the competitive landscape of Mirpurkhas' private banking sector, this research has shed light on the intricate dynamics between human resource management practices and employee

retention. The findings underscore the multifaceted nature of factors influencing retention, emphasizing the significance of compensation, training, performance appraisal, work-life balance, and growth opportunities in shaping the loyalty of employees. Firstly, the study revealed that employee compensation is a pivotal factor affecting retention in the private banking sector of Mirpurkhas. The correlation between fair and competitive compensation and employee loyalty highlights the need for organizations to regularly assess and adjust salary structures to remain aligned with market standards. Recognizing and valuing employees through competitive compensation not only enhances job satisfaction but also contributes significantly to retention efforts.

Secondly, the impact of training programs on employee retention emerged as a noteworthy finding. Continuous learning and skill development opportunities create a sense of professional growth and satisfaction among employees, fostering loyalty. Organizations should invest in comprehensive training programs to ensure that employees feel equipped and empowered in their roles, leading to increased job satisfaction and retention. Performance appraisal practices were identified as another critical factor influencing employee retention. Regular and constructive feedback, goal-setting, and career development discussions contribute to employee satisfaction and commitment. Organizations should focus on creating a transparent and effective performance appraisal system that aligns individual goals with organizational objectives, thereby enhancing retention.

The study highlighted the significant relationship between work-life balance and employee retention. In an era where remote work and flexible schedules have become prevalent, organizations need to embrace these practices to support their employees' well-being. Encouraging a healthy work-life balance not only reduces stress but also fosters a positive work environment, ultimately contributing to employee loyalty. Growth opportunities were identified as a key factor impacting employee retention in Mirpurkhas' private banking sector. Clear career paths, advancement opportunities, and professional development initiatives play a crucial role in retaining talent. Organizations should prioritize creating a culture that emphasizes continuous growth, encouraging employees to envision a long-term future within the organization. In conclusion, the findings of this research provide valuable insights for organizational leaders and HR practitioners in Mirpurkhas' private banking sector. By understanding and strategically implementing human resource management practices that prioritize employee well-being, growth, and recognition, organizations can significantly enhance their retention strategies. This, in turn, will lead to a more stable and committed workforce, positively impacting overall organizational performance and success in the dynamic banking industry of Mirpurkhas

**Based on the findings, the following recommendations are proposed:**

**Revise Compensation Structures:** Organizations should regularly evaluate and adjust compensation structures to ensure they are fair and competitive within the industry. Consideration of bonuses, healthcare benefits, and retirement plans can also enhance employee satisfaction.

**Invest in Training Programs:** Prioritize ongoing training and development programs to equip employees with the necessary skills and knowledge. This investment not only enhances performance but also contributes to higher retention rates.

**Implement Effective Performance Appraisal:** Establish a robust performance appraisal system that provides regular feedback, recognizes achievements, and supports career development. This can significantly impact employee satisfaction and retention.

**Promote Work-Life Balance:** Encourage a healthy work-life balance by setting clear expectations around working hours, providing flexibility, and promoting the well-being of employees. Acknowledge the challenges of remote work and offer support accordingly.

**Create Growth Opportunities:** Clearly communicate career paths and advancement opportunities within the organization. Employees who see a future within the company are more likely to stay committed.

**Consider Perks:** Explore additional perks such as flexible schedules, remote work options, and home office stipends to enhance job satisfaction and boost morale.

**Regularly Assess and Adapt Practices:** Periodically assess the effectiveness of HRM practices and adapt them to the evolving needs and expectations of employees and the organization.

By implementing these recommendations, organizations in the Mirpurkhas region can build a workplace culture that not only attracts top talent but also retains and nurtures their existing workforce, contributing to long-term success and growth in the competitive banking industry.

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