



Beyond Job Embeddedness: Unwrapping the Deviant Factors Affecting Employee Retention in the Banking Sectors of Bangladesh

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Abstract: *This study aims to explore the factors influencing employee retention within the banking sector of Bangladesh and assess their impact on the operational performance of banks. The retention of employees poses a significant and critical challenge for the banking industry in Bangladesh due to factors such as the scarcity of skilled workforce, overall economic growth, and employee turnover. Given the pivotal role of banking activities in Bangladesh's economy, it is imperative to address the banking sector's struggles in effectively managing motivation, training, and development policies. Consequently, a comprehensive and forward-looking strategy is needed to preemptively tackle future challenges in this domain. This study centers its focus on primary data, acquired through the utilization of closed-ended questions employing a five-point Likert Scale. To capture insights from banking professionals, a purposive sampling technique was employed. The gathered data underwent meticulous examination and analysis using the SPSS software. The findings were subjected to thorough scrutiny from multiple perspectives, leading to the culmination of the research outcomes. The study's key conclusion underscores a robust correlation between employee motivation and their retention in the banking industry. Conversely, no significant relationship was observed between employees' training and development and their retention. In light of these findings, it is recommended that banks reshape their approaches concerning employee training and development, ultimately contributing to prolonged employee retention within the banking sector.*

Keywords: Job Embeddedness, Employees retention, Employees training, Employees motivation, Employees development.

1. Introduction

The significance of human capital as a determinant of business success is widely acknowledged by enterprises. Employee behavior, particularly during their job roles, greatly influences service quality, making employees valuable assets to companies in the service sector. Competitive companies adopt proactive approaches and positive policies to retain employees and accomplish organizational goals. In the context of the banking sector in Bangladesh, a major challenge has emerged in retaining employees. Despite the availability of young, enthusiastic, and intelligent employees, turnover remains a concern as individuals tend to switch jobs when dissatisfied. These employees, constituting the backbone of business entities, contribute to profits and goodwill. Organizations invest considerable resources in activities like employee induction, orientation, socialization, training, development, and retention, aiming to reduce turnover costs. Diverse HR techniques and methods are employed by banks for this purpose. (Hannay et al., 2000)

While research has extensively explored retention factors across various industries, there's a need to specifically identify these factors in the banking sector, particularly in Bangladesh. This study focuses on several variables—Employees' Training, Employees' Motivation, and Employees' Development—and their correlation with employee retention. Prolonged employee retention significantly enhances competitive advantage as it boosts bank performance and productivity. Various factors influence employees' decisions to stay or leave, including job security, compensation, career growth, on-the-job training, and special recognition. As the business landscape grows increasingly competitive, organizations strive to retain employees for extended durations. Motivational factors are strategically employed to retain staff, with research indicating that bank officers' employment motivation is notably tied to pay, benefits, job efficiency, quality management, and interpersonal relationships. The efficacy of a business is tied to its ability to achieve its objectives. Successful organizations foster a culture of collaboration and contentment between employees and management. To cultivate contented employees committed to their roles, effective motivation is imperative across all levels and departments within the organization. (Sharmistha, 2013).

2. Factors Affecting Employee Retention

2.1 Job Embeddedness

According to (Coetzer, Inma, & Poisat, 2017) Job Embeddedness (JE) is a general attachment construct, which reflects combined influences making people desire to remain in their jobs. JE has two dimensions: on-the-JE and off the- JE (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). On-the-JE considers work influences such as job-relevant skills and interpersonal ties with coworkers and supervisors, which keep people in their jobs, while off-the-JE reflects non-work factors such as good weather, access to good daycare facilities and social ties with family

that keep individuals in their jobs. Our paper concentrates on on-the-JE because AOC, WENG and turnover intentions are largely influenced by organizational variables. Another reason for choosing on-the-JE as the focal variable is that on-the-JE has been found to explain higher incremental variance in turnover intentions than off-the-JE. The present study selected the job embeddedness such as human resource training, job satisfaction, career growth opportunities, and perceived supervisory support which were incorporated and adopted from the conservation of resources (COR) and job embeddedness theories (Hobfoll, 2001; Mitchell et al., 2001).

2.2 Employee Retention

Employee retention has been and will continue to be an important issue for organizations of all sizes (Elsafty&Oraby, 2022). However, for banking jobs, attracting and retaining talented employees can be especially problematic (Maylett& Wride, 2017). This is because job seekers as having lower levels of employer legitimacy than large organizations. Legitimacy is the perception or assumption that an organization is a desirable, suitable or appropriate employer, and affects how people act towards the organization (Cable & Turban, 2001). According to (Williamson, Cable, & Aldrich, 2002), prospective employees tend to perceive that large organizations have a higher level of legitimacy, in that they are more reliable, important and trustworthy employers. In the opinion of the authors, high organizational legitimacy can signal to prospective employees that employers will provide benefits such as a good salary, career advancement opportunities, work–life balance and job security.

2.3 Human Resource Training

(Shaw, Delery, Jenkins Jr, & Gupta, 1998) Providing employees with sufficient training opportunities is an investment strategy for job stability. Such actions by the organization constitute a crucial part of its fulfillment of the informal contract between itself and its employees. This practice deepens employees' sense of attachment to the organization and therefore enhances retention. With the job embeddedness construct, training opportunities should improve the fit between an individual and a job, as well as represent a sacrifice that must be experienced if the employee chooses to take employment elsewhere (Mitchell et al., 2001). Therefore, perceived training opportunities will be positively related to employee retention.

2.4 Job Satisfaction

Most scholars have defined job satisfaction as the extent to which an employee's expresses a positive affective orientation toward a job (Curry, Wakefield, Price, & Mueller, 1986; Elsafty & Oraby, 2022). In addition, job satisfaction has been treated as both a global concrete referring to overall job satisfaction and as a facet specific concept referring to various aspects of work such as pay, supervision, or workload. Although many have assumed that job satisfaction is a determinant of commitment (Pratama, Suwarni, & Handayani, 2022). (Bateman & Strasser, 1984) suggested that reverse causal ordering may be true. A similar perspective emerges in a review of the job satisfaction construct and measures. First, the focus of job satisfaction is on-the-job, not off the job, concerns. Second, there are multiple measures of job satisfaction. These dimensions include attributes of an

employee's work environment, supervision, career growth and pay (Griffeth, Hom, & Gaertner, 2000). Furthermore, the idea is considered a causal factor that promotes intentions to stay with the organization because it is a pleasant psychological state. In this case, individuals perceive content with their work (Xuecheng & Iqbal, 2022). Therefore, job satisfaction fosters the social exchange between employers and employees, where satisfied employees exemplify positive experiences. This experience is supported by the social exchanges between the employee and the organization, reinforcing the intentions to stay with the organization (Koster, De Grip, & Fouarge, 2011).

2.5 Career Growth Opportunities

Negative relationship between career growth opportunities and retention of employee have been found (Bergiel, Nguyen, Clenney, & Stephen Taylor, 2009). Since growth opportunities signal that the organization recognize and values the employees' contribution as well as imply future support will be forthcoming, employees tend to stay longer with the organization (Allen, Shore, & Griffeth, 2003). (Manuti, Pastore, Scardigno, Giancaspro, & Morciano, 2015) illuminated that career development opportunities are considered as imperative factors both in organizational and individual context. Other studies stated it is a mutually benefiting process as it provides significant results to both parties, employees and the organization (Karapetrovic & Willborn, 1999). (Kumari & Chauhan, 2013) retention is considered as multifaceted component of an organization's human resource policies. It begins with the hiring of right people and persists with working agendas to keep them involved and devoted to the organization. Therefore, organizations may improve their employees' retention rates by enhancing their advancement opportunities.

3. Literature Review

There is an enormous quantity of academic literature obtainable on retention of employees that serve as the main variables of this research, which stands as the primary focus of this study's variables. Similarly, there exists literature concerning training, development, and motivation, which constitute additional variables in this research. The retention of employees represents a crucial and significant challenge confronted within the Bangladeshi banking sector. This is due to several issues, including a scarcity of skilled workforce and the occurrence of employee turnover.

Employee turnover in the banking sector has garnered the attention of numerous researchers who have approached the topic from various perspectives. To investigate this subject thoroughly, the entire body of literature has been examined concerning aspects related to employee turnover. Within this context, the work of Agnes (1999) is particularly noteworthy, as it defines employee turnover as a comparison between the number of employees a company needs to replace within a specific timeframe and the average total number of employees. In contrast, Samuel (2009) suggests that employee turnover constitutes a significant expense for organizations, especially in lower-paying positions, where the turnover rate tends to be highest. Other studies by Ongoti (2007) and Mbah et

al. (2011) categorize employee turnover into involuntary/voluntary, functional/dysfunctional, skilled/unskilled, and international/internal classifications.

Wells (2013) differentiates between involuntary or functional turnover, where the organization influences the decision to stay or leave, and voluntary turnover, which is typically dysfunctional and indicates that employees choose to leave, posing the greatest harm to an organization (Mobley, 1982). Research has commonly shown that turnover intention has a stronger and more consistent relationship with actual turnover compared to the satisfaction-turnover link, although it still explains less than a quarter of the variability in turnover (Mobley et al., 1979). Chrudden and Sherman (1972) define employee turnover as the movement of employees in and out of an organization, often measured as a turnover rate. Mobley (1982) characterizes employee turnover as the cessation of an individual's affiliation with an organization after receiving monetary compensation for a certain period.

The concept of turnover has been interpreted differently by various scholars. Fanke (2001) views it as the departure of employees from an organization, while Carley (1992) describes it as the interaction of workers within the labor market, involving organizations, jobs, and careers. Factors such as wages, company benefits, attendance, and job performance play a pivotal role in employee turnover (Bean, 2009). While no standardized framework for the turnover process exists, a range of factors has been identified as relevant (Kevin et al., 2004). These factors encompass employee goal setting (Medlin and Green, 2009), career growth (Hamel and Breen, 2007), work environment (Cardoso & Monfardihi, 2008), job satisfaction (Palazzo and Kleiner, 2002; Hannay and Northam, 2000), and training and development (Walsh and Taylor, 2007), all of which predict turnover intention.

Examining the banking sector in Bangladesh, issues such as the work environment have been explored. Zaber (2001) suggests that a stable work environment increases employee retention, while turnover is often triggered by factors like salaries, work environment, job security, and dissatisfaction with the current workplace (Shamsuzzoha and Shumon, 2010). Giga and Hoel (2003) attribute high turnover rates to factors such as mergers, globalization, and technological advancements, resulting in stress-inducing factors like time pressure, excessive work demands, and role conflicts. Marce et al. (2004) link employee departures to economic reasons, often relating to inadequate pay.

The prevalent reasons for high employee turnover rates in the banking sector often involve salary concerns, as employees seek better-paying opportunities elsewhere. Furthermore, poor relationships with management can prompt employees to leave, and despite higher offers elsewhere, people tend to remain in jobs where they are content. Career progress can also create stress, with employees feeling stuck without advancement prospects or facing downsizing threats (Lorson, 2004).

Despite an extensive review of literature on employee turnover factors in the Bangladeshi banking sector, no definitive conclusions have been reached. The proposed study aims to contribute valuable evidence to the ongoing discourse on this issue.

4. Theoretical Framework

Johnson (2000) states that retention involves keeping skilled employees for longer periods than competitors in the same market. Retaining employees has become a priority for many organizations due to its positive impact on productivity, morale, and reduced turnover costs. When employees are satisfied with their jobs, they are less likely to consider leaving. Therefore, motivation plays a big role in employee retention.

Mike Poskey of ZeroRisk.com outlines seven steps to enhance employee retention:

1. Conduct job analysis audits with behavioral, cognitive reasoning, and skills assessments before hiring.
2. Utilize job-designed assessments during the selection process, incorporating structured interviews.
3. Provide high-quality employee orientation and socialization.
4. Implement training and development programs to demonstrate organizational commitment.
5. Foster strong manager-employee relationships.
6. Establish a competitive and equitable pay system.
7. Promote succession planning, cross-training, coaching, job shadowing, mentoring, and job rotation (Mike, 2013)

Moreover, a well-defined jobs and career paths encourage employee retention by offering growth opportunities and varied experiences (Madiha et al., 2009). Factors like training, development, rewards, recognition, competitive salaries, and job security influence employees' decisions to stay or leave (Samuel & Chipunza, 2009). HR practices focusing on individuals have become a competitive advantage. Organizations should improve HR practices to retain employees by providing job-specific training, career development, a friendly work environment, and rewards (Azhar & Fariha, 2010). Training enhances employees' skills and job performance. In an ever-changing technological landscape, training is essential for staying competitive. Well-structured training programs contribute to employees' self-improvement

Employee development aligns personal and organizational needs. Skilled employees contribute positively to an organization's performance. Motivation initiates, guides, and maintains goal-oriented behavior (Cherry, 2013). Rewards and motivation enhance employee performance. Motivated employees are creative and productive, while unmotivated ones may cause stress (Fugate & Kinicki, 2008).

Following motivation theories offer insights into human behavior at work:

- Taylor's Scientific Management theory emphasizes pay as a motivator.
- Mayo's Human Relations theory considers social needs in motivation.
- Maslow's Hierarchy of Needs theory categorizes needs into a pyramid.

- Herzberg's Two Factor theory distinguishes between motivators and hygiene factors.

5. Statement of the problem

To explore the factors influencing employee retention within the banking sector of Bangladesh, we employed underlying constructs namely Employees' Retention, Employees' Training, Employees' Motivation, and Employees' Development. To assess these underlying constructs, we examined various component variables. In order to measure these variables, we employed a Likert scale ranging from 1 to 5, reflecting different levels of agreement from 1 to 5. A questionnaire was utilized to gather responses for evaluating these component variables accurately. We now elaborate on these component variables. To gauge Employees' Retention, we formulated specific questions:

1. Is there any association between the workplace motivational factors and an employee's intention to leave?
2. Does a connection exist between performance evaluation and an employee's intention to leave?
3. Is there any link between career advancement and an employee's intention to leave their position?

6. Objectives of the Study

The study aims to pinpoint the key factors that impact the retention of employees in a bank, specifically focusing on Bangladesh. The study's subsidiary goals include:

- Identifying the factors that contribute to higher employee retention.
- Examining how the retention of employees is connected to factors like Employee Training, Employee Motivation, and Employee Development.

7. Hypotheses of the Study

With reference to above research question, the following Null Hypotheses have been set:

(H1): The training of employees does not yield a favorable impact on employee retention within the current bank.

(H2): The motivation of employees does not contribute to a positive effect on employee retention within the current bank.

(H3): The development of employees does not result in a positive effect on employee retention within the current bank.

The study has constructed a theoretical structure derived from an understanding acquired through examining existing literature. While numerous theories and relevant topics were deliberated in the literature review, the subsequent elements were selected as the foundation for dissecting the research quandary.

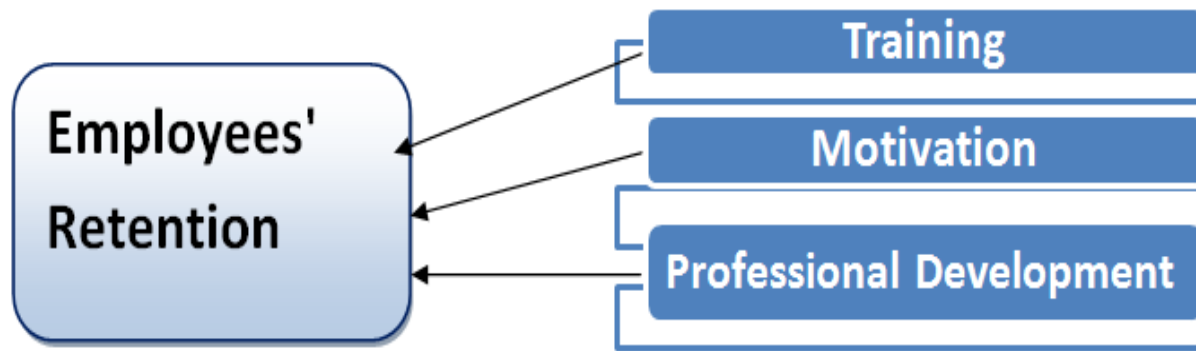


Figure 1: Conceptual Framework

These factors, specifically training factors, performance assessment/motivation factors, professional growth and economic elements, possess the potential to impact an employee's inclination to leave the job. Most of the banks in Bangladesh have the option to adopt this model within their operational milieu. The above framework explains that employees' retention is being used as dependent variable whereas three independent variables such as Employees' Training, Employees' Motivation and Employees' Professional Development are also being used in this research to check the relationship among them.

8. Methodology of the Study

8.1 Research Design

This study is designed to investigate and identify the effects of job embeddedness, such as human resource training; organizational job satisfaction, career growth opportunities, and perceived supervisory support are treated as independent variables and Employee Retention as a dependent variable in the banking industry of Bangladesh. Here the author used the qualitative domain/variables using a continuous rating scale with particular reference to SMART features. Since the complex data about employee retention are confidential and restricted to convey to other users except the Bank, the author relied on the employees' perception in this case. Other job embeddedness is measured based on the responses from the employees of the banks. Primary sources were used to fulfil the research objective, while secondary sources were used to review past literature on the topic. A structured questionnaire method was used to collect the primary data. A convenient sampling procedure was used to select the sample units. The population of interest was all the employees who worked in scheduled banks in Bangladesh, where the sample size was 180; respondents were selected from the banks in different locations of Bangladesh based on their willingness to respond to the questionnaire. The questionnaire was designed based on the study by (Bergiel et al., 2009; Kasdorf & Kayaalp, 2022; Kundu & Lata, 2017; Mitchell et al., 2001) and adjusted to measure the effects of Job Embeddedness on employee retention in the Bangladeshi context. All the questions were asked to show the bank employees' agreement or disagreement on a five-point Likert scale with 1 as "strongly disagree", 2 as "disagree", 3 as "neutral", 4 as "agree" and 5 as "strongly agree". Descriptive statistics were utilized to summarize data. mean, and standard deviation of job embeddedness and employee retention had been calculated. Cronbach's Alpha of each construct was measured to check the reliability of the

questionnaire. To investigate the relationship between job embeddedness and employee retention, correlation analysis and multiple regression models were used to determine the effects of Job embeddedness on employee retention. This study is designed to investigate and identify the effects of job embeddedness, such as human resource training; organizational job satisfaction, career growth opportunities, and perceived supervisory support are treated as independent variables and Employee Retention as a dependent variable in the banking industry of Bangladesh. Here the author used the qualitative domain/variables using a continuous rating scale with particular reference to SMART features. Since the complex data about employee retention are confidential and restricted to convey to other users except the Bank, the author relied on the employees' perception in this case. Other job embeddedness is measured based on the responses from the employees of the banks. Primary sources were used to fulfill the research objective, while secondary sources were used to review past literature on the topic. A structured questionnaire method was used to collect the primary data. A convenient sampling procedure was used to select the sample units. The population of interest was all the employees who worked in scheduled banks in Bangladesh, where the sample size was 179; respondents were selected from the banks in different locations of Bangladesh based on their willingness to respond to the questionnaire. The questionnaire was designed based on the study by (Bergiel et al., 2009; Kasdorf & Kayaalp, 2022; Kundu & Lata, 2017; Mitchell et al., 2001) and adjusted to measure the effects of Job Embeddedness on employee retention in the Bangladeshi context. All the questions were asked to show the bank employees' agreement or disagreement on a five-point Likert scale with 1 as "strongly disagree", 2 as "disagree", 3 as "neutral", 4 as "agree" and 5 as "strongly agree". Descriptive statistics were utilized to summarize data. mean, and standard deviation of job embeddedness and employee retention had been calculated. Cronbach's Alpha of each construct was measured to check the reliability of the questionnaire. To investigate the relationship between embeddedness and employee retention, correlation analysis and multiple regression models were used to determine the effects of the job embeddedness on employee retention. SPSS Version 26 was used as the statistical data analysis tools as it offers greater flexibility and visualization.

8.2 Collection of Data & Sampling

A total of 180 questionnaires were intentionally distributed to employees from different banks. Subsequently, a highly favorable response was obtained, with 165 fully completed questionnaires returned by the participants. This translated to a response rate of 91%.

8.3 Data Analysis Tools & Modeling

To analyze the primary data gathered through a questionnaire in this research, the Statistical Package for Social Sciences (SPSS), a systematic computer software, was employed. The utilization of SPSS yielded accurate outcomes in relation to the data. Quantitative modeling was utilized to explore the relationships among various variables. Employing SPSS, procedures such as correlation, regression, and coefficient analysis were carried out. The resulting findings were presented in diverse tables accompanied by explanatory notes. The examination of

hypotheses 1, 2, and 3, along with their outcomes, was conducted using SPSS testing. Further details can be found in the coefficient table.

9. Analysis and Findings of the Study

Statistics related to demographic status

Table -1: Demographical analysis of the respondents

Gender (Respondent)	Frequency
Male	132
Female	33

Table-1 shows that among the 165 participants who responded to the questionnaire, 132 were male and 33 were female.

Table-2: Marital Status Analysis of the respondents:

Marital status	Frequency
Married	96
Unmarried	69

Table-2 shows that out of respondents, there were 96 married and 69 unmarried, who participated and responded to our questionnaire.

Table-3: Marital status with breakup

Respondents	Frequency	Percentage
Married Males	81	49%
Un-Married Males	50	30%
Married Females	15	9%
Un-Married Females	20	12%
Total	165	

Table-3 shows that among 165 respondents, there were 81 married males, 50 unmarried males, 15 married females and 20 unmarried females, who participated and responded to our questionnaire.

Table-4: Academic Requirements for Employability

Bankers' Qualification	Frequency
HSC	6
Bachelor Degree	58
Master Degree	101
Total	165

Table-4 shows that out of 165 respondents, there were 101 master degree holders, 58 were bachelor degree holders and 10 were only higher secondary, who participated and responded to our questionnaire.

Table-5 Ages of Bankers

Age	Frequency
20 to25 Years	38
26 to 35	71
36 to 45	28
46 to 55	16
55 and above	12
Total	165

Table-5 shows that out of 165 respondents, there were 38 belong to age group 20 to 25 years, 71 belong to age group 26 to 35 years, 28 belong to age group 36 to 45 years, 16 belong to age group 46 to 55 years, 12 belong to age group 55 years and above, who participated and responded to our questionnaire.

Table-6: Dependability Test

Variables	Items	Cronbach's Alpha
Retention	04	.619
Training	03	.800
Motivation	07	.720
Development	03	.600

A reliability assessment was carried out using SPSS for each individual variable, and the outcomes are presented above. The variable related to retention demonstrates a relatively modest yet positive reliability coefficient, while all other variables exhibit substantial reliability and a strong degree of internal consistency within the data and scale. The proximity of the coefficient to 1 in Table-6 above aids in evaluating the internal consistency of the variables.

Table- 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.242	.231	.75240
2	.551 ^b	.243	.234	.75241
3	.551 ^c	.243	.238	.75144

a. Predictors: (Constant), Development, Motivation, Training

b. Predictors: (Constant), Development, Motivation

c. Predictors: (Constant), Motivation

In Table-7, The R-value illustrates the basic correlation, while R square signifies the extent to which a dependent variable can be elucidated by the independent variables. In the present scenario, the ultimate model displays that the model has an explanatory capacity of 24.3%. Both the R square value (24.3%) and the Adjusted R square

value (23.8%) are closely aligned, indicating the absence of sampling error due to an ample number of respondents.

Table-8: Analysis of Variance (ANOVA)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	41.432	3	12.527	25.884	.000 ^b
1.Residual	91.302	205	.445		
Total	119.212	209			
Regression	41.429	2	17.745	37.643	.000 ^c
2.Residual	91.304	206	.443		
Total	119.212	209			
Regression	41.412	1	35.389	75.875	.000 ^d
3.Residual	91.322	207	.441		
Total	119.212	209			

a. Dependent Variable: Retention

b. Predictors: (Constant), Development, Motivation, Training

c. Predictors: (Constant), Development, Motivation

d. Predictors: (Constant), Motivation

ANOVA table shows overall significance of a model and significance of R-square. Since, it has followed backward regression model, the final model reports F-statistics 75.87, which is quite higher than 4 – bench mark for F-statistics followed by significance value which is less than 0.01 concludes model's significance at 99% confidence interval.

Table-9: Analysis of Co-efficient
Coefficients^a

Model	Un-standardized-Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.684	.191		8.235	.000
Motivation	.456	.086	.517	5.485	.000
Training	.007	.080	.009	.071	.899
Development	.013	.081	.015	.153	.879
(Constant)	1.685	.191		8.256	.000
Motivation	.458	.075	.519	6.369	.000
Development	.017	.071	.016	.205	.830
(Constant)	1.712	.183		8.699	.000
Motivation	.468	.059	.529	8.342	.000

In Table-9, there are three independent variables i.e. Motivation, Training and Development so followed backward regression model, which eliminated Training and Development one after the other being insignificant,

and finally the model retained Motivation as a significant predictor of Retention, which is significant at 1%. The coefficient of Motivation is 0.447 which means if respondents' response increases by one point (on five-point likert scale) for motivation, Retention will increase 0.468 points.

Table-10: Hypotheses Assessments Report

H. No.	Null Hypotheses	t	Sig.	Status
H1	The training of employees does not yield a favorable impact on employee retention.	.071	.899	Failed to Reject
H2	The motivation of employees does not contribute to a positive effect on employee retention.	8.471	.000	Rejected
H3	The development of employees does not result in a positive effect on employee retention.	.205	.830	Failed to Reject

The initial null hypotheses stated at the outset of the research, specifically 'The training of employees does not yield a favorable impact on employee retention within the current bank.' and the development of employees does not result in a positive effect on employee retention within the current bank.', have not been rejected. This suggests that both training and development do not exert a significant influence on employees' retention. Conversely, the null hypothesis "The motivation of employees does not contribute to a positive effect on employee retention within the current bank.' has shown to be statistically significant, indicating that employee motivation indeed has a positive impact on employee retention.

10. Concluding Remarks

This study indicates a robust correlation between employee motivation and staff retention within the banking sector in Bangladesh. However, there is a limited connection between employee training, development, and employee retention. These two variables do not effectively predict employee retention in the banking sector of Bangladesh. It's possible that other factors play a role in establishing a significant relationship with retention. While motivation significantly contributes to prolonging a bank employee's tenure, it's not the sole determinant, and additional efforts are required in the realms of training and development. The findings demonstrate that individuals undergo training at their current bank but switch as soon as a better opportunity arises in another bank. This phenomenon results in banks facing challenges with immediate job vacancies and escalating hiring costs. To address this issue, it is recommended that banks revise their policies related to employee training and development. This strategic adjustment can aid in retaining employees over a more extended period.

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Questionnaire:

You are requested to provide your responses to the given questionnaire. Your name is not needed for this survey. The survey is being carried out solely for academic research purposes. We anticipate your honest and sincere answers in order to achieve significant results. Please mark the appropriate box indicating your level of agreement, with (1) representing the lowest degree of agreement and (5) representing the highest degree of agreement.

(1) My Qualification _____ (2) Sex _____ (3) Marital Status _____

banks that I served, including this, _____, (6) Total working experience _____ years. (7) My Age between

(20-25), (26-36), (36-45), (46-55) (56 & above)

Sl.	Questions	(1)	(2)	(3)	(4)	(5)
	Beyond Job Embeddedness: Unwrapping the Deviant Factors Affecting Employee Retention in the Banking Sectors of Bangladesh					
8	This bank holds significant personal value for me.					
9	Currently, remaining with this bank is a matter of requirement.					
10	Despite having a job, I'm actively seeking a better employment opportunity.					
11	My intention is to continue my association with this bank until I retire.					
	Employee Training					
12	The bank has offered me training tailored to my job.					
13	The bank has allocated sufficient time and resources for training purposes.					
14	Qualified instructors/trainers conduct the training sessions at the bank.					
	Employee Motivation					
15	I find my work to be stimulating and engaging.					
16	The bank recognizes and rewards good performance.					
17	Salary increments are provided based on performance.					
18	Adequate insurance and medical facilities are available.					

19	The work environment involves modern technology and is pleasant.					
Employees' Professional Development						
20	I have positive prospects for career advancement within the bank.					
21	The bank offers educational and training programs to enhance skills for future roles.					
22	Internal candidates are usually preferred when filling job vacancies within the bank.					

