

# Impact of Sustainable Employee Retention on Employee Performance in the Baking Industry

Muhammad Hassam Gul

## *Author's Affiliation:*

<sup>1</sup>Ph.D. Scholar, Department of Management Sciences, DHA Suffa University, Karachi

## *Article History:*

Submitted: October 09, 2023

Revised: December 23, 2023

Accepted: December 27, 2023

Published online: December 30, 2023

## *Corresponding author(s):*

Muhammad Hassam Gul  
[mhgul@gmail.com](mailto:mhgul@gmail.com)

## A B S T R A C T

**Purpose** - This study investigates the impact of sustainable employee retention on employee performance within the banking industry.

**Study Design/Methodology/Approach** - Utilizing a quantitative research design, data was collected over a survey questionnaire developed based on validated scales from previous studies. The efficacy of existing staff retention in the banking sector was assessed, and the influence of sustainable employee retention strategies on key performance metrics including productivity, customer satisfaction, and financial success was evaluated. The study aimed to determine the degree to which sustainable employee retention impacts employee performance and offer practical recommendations to strengthen personnel retention strategies and enhance overall performance outcomes. The methodology involved distributing the survey electronically to banking institution staff members and utilizing a simple random sampling technique to ensure representative participation. Descriptive statistics summarized survey responses and demographics, while inferential statistical techniques, such as regression analysis and correlation analysis, discovered the relationships between sustainable employee retention strategies and job performance.

**Findings**- The findings highlight the critical importance of sustainable employee retention practices in driving employee performance within the banking industry. Significant positive relationships were observed between sustainable employee retention and performance metrics, highlighting the value of investing in initiatives that foster employee engagement, satisfaction, and pledge.

**Practical Implications**- This research offers factual support. Supporting the importance of sustainable employee retention practices in enhancing employee performance within the banking industry, with practical implications for optimizing human resource management practices and achieving long-term success.

**Study Limitation**- The current study is limited to industry, scope, and sample size. In the future, some studies will be conducted in other contexts and industries.

**Keywords:** Sustainability, Sustainable performance, employee performance, employee retention, the banking industry

## 1 | INTRODUCTION

Personnel are a vital means for any business, and the ability to attract an organization, retain, and fairly compensate qualified and competent personnel often determines whether it succeeds or fails. The capacity of any firm to hold onto talented employees is a major asset. But an organization has other things to worry about besides trying to retain its employees (Barney, 2000; Ramlall, 2004). Strong performers are encouraged to stay in the organization, whereas creative workers—typically those who perform poorly and are not productive—are encouraged to leave.

If it could be measured, employers should hang onto employees who both boost the company's worth and profits and who contribute more positively to it overall. In this case, it makes more sense to keep the present employee instead of hiring a new one to replace the unproductive one and cover the expense of the new employee. Gering and Conner (2002) explained that maintaining a skilled workforce is essential for any corporation because losing employees will hinder the organization's ability to improve its human resources internally. Numerous studies have looked at client retention and how much it helps the firm (Alshurideh et al., 2017; Alzoubi & Inairat, 2020; Alshurideh et al., 2020; Kurdi et al., 2020). The view that workers are a crucial company asset is supported by the evidence provided. On the other hand, little investigation has yet been done on how to keep employees and turn them into true assets for any company. Any nation's financial sector has a significant secondary responsibility to promote economic development. Additionally, the banking industry is seeing higher turnover rates, particularly when workers are dissatisfied with their positions and are more prone to quit. (Crawshaw et al., 2020). A relevant theory to consider is the Expectancy Theory of Motivation. Developed by Vroom in 1964, the Expectancy Theory proposes that individuals are motivated to act in a certain way based on their beliefs about the likelihood of achieving desired outcomes. By applying the Expectancy Theory framework, the study can explore how employees' perceptions of expectancy, instrumentality, and valence influence their engagement, satisfaction, and commitment to the organization (Vroom et al., 2015). Understanding these motivational factors can inform the development and implementation of effective sustainable employee retention strategies that align with employees' expectations and enhance performance outcomes within the banking industry. This turns into a costly application and a major business issue, particularly if important employees are leaving. Furthermore, recruiting a new worker is expensive and typically takes time. This investigation's goal is to find out how sustainable employee retention tactics and employee performance are in the banking industry.

### 1.1 | Problem Statement

The banking industry faces challenges in retaining skilled employees, impacting organizational performance. Despite recognizing the significance of employee retention, there is a lack of understanding regarding the specific impact of sustainable retention practices on employee performance within banking institutions. This study addresses this gap by investigating the relationship between sustainable employee retention and performance outcomes, aiming to provide actionable insights for enhancing retention strategies and optimizing organizational effectiveness in the banking sector.

## 1.2 | Research Objectives

To assess the efficacy of existing staff retention in the banking sector.

To evaluate the influence of sustainable employee retention strategies on crucial performance metrics including productivity, customer satisfaction, and financial success.

To determine the sustainable employee retention that impacts employee performance in the banking industry.

To offer practical suggestions to banking institutions on how to strengthen their personnel retention strategies and, as a result, enhance overall performance outcomes.

## 2 | LITERATURE REVIEW

Anticipating and justifying a series of measures aimed at preventing or reducing deliberate harm to people's lives and property is the basic concept of safety. The term "security business" refers to all avenues of communication with government security operations. Hughes and Hillebrand (2015) describe the security economy as the activities that oversee, stop, and lessen economic instability. It is shaped by providing for the necessities of infrastructure, which are linked to housing, health care, education, social protection, and job stability. It is sometimes referred to as basic social security compensation. The sustainability of security features associated with employment will be the driving force behind achieving economic security (Esmaeili & Seidzadeh, 2017). Workers are more inclined to remain with their existing employers than to hunt for jobs elsewhere or even relocate to a different industry, country, or organization when they are satisfied with their financial stability, regardless of the nation or industry. Singh (2012) discovered that companies could retain their staff and yet be economically viable if their employees possessed the necessary abilities. From an economic standpoint, a high rate of employee turnover is bad for the national and international economies. There is minimal economic improvement in countries where employment is unpredictable, as it was in Greece and Spain (Fountoulakis 2014).

Maslow's theory of motivation claims that emotion is the decisive central level of necessity, based on the human hierarchy of desires. The concept is according to people's ability to maintain a regular, consistent level of living desires. It covers the necessities for human survival, such as food, drink, oxygen, shelter, and other things. Adair (2006). Personnel who have steady jobs typically enjoy safe, routine lives and may use their jobs to adequately satisfy their basic needs and desires. Psychological sustainability primes to high sustainability and surges worker happiness and productivity. In the corporate world, psychological stability is closely associated with a comfortable work environment and fair compensation. If these requirements aren't provided, workers will be compelled to look for jobs that can gratify these spiritual demands (Hanif et al., 2013).

**H1:** *Regarding sustainable employee retention and employee performance, there is no discernible difference between male and female employees.*

Self-actualization is the ability of a person to realize their potential, and it varies from person to person. Mustofa (2022) posits that self-actualization can be attained by a scientist upon completing their professional studies, whereas a parent can achieve self-actualization by virtue of his ability to give sufficient care to his family. To obtain self-actualization, an individual needs to grasp outside a mental state, be more imaginative, and have "peak experiences"—inspiring situations that allow one to realize one's greatest potential. Increased productivity and creativity are traits of a self-actualized person (Kurdi & Alshurideh, 2020). Furthermore, because self-actualization is a distinct attribute, it is not a behavior that is shared by all people. This suggests

that self-actualized persons are unique and stand out from the general population, according to Vasquez (2014). Using employees' skills and potential in the workplace can help them reach their goals and feel satisfied, which is known as self-actualization. This could happen when company executives and managers encourage their employees to be more motivated and effective (Hanif et al., 2013).

One of the most important problems that business managers face is staff retention, which has a significant effect on the majority of industries. Managers and stakeholders alike must integrate staff retention into their strategy and evaluate its long-term effects on the behavior and efficiency of the company (Pareek et al., 2019). Employee retention, as defined by Frank, Finnegan, and Taylor (2004), is "the effort by an employer to keep desirable workers to meet business objectives." An employee's unexpected voluntary departure from a company is referred to as turnover. Previous studies on the topic of employee retention have only looked at senior employees' retention from an ethical standpoint (Calo 2008).

**H2:** *In terms of performance and long-term employee retention, there are no appreciable differences in the experience and qualifications of the workforce.*

Employee retention has historically had an impact on professional engagement, work satisfaction, employee behavior, and economies, according to one review that examined the connection between employee retention and the organization (Davis 2013). Based on statistical analysis, the staff retention rate is the most competitively significant characteristic that has to be tracked in market research. Moreover, a relationship has been observed between job satisfaction and employee retention. Patterns of absenteeism, retirement decisions, and turnover are noted in the event of low work satisfaction. Irshad and Afridi (2011) state that the crucial basics affecting employee retention are built on a range of norms from the standpoint of human resource management and they are probable to be extremely important in overseeing and regulating employee retention. The first thing to look for is whether an employee's "employee personal value matches with the job," or if their abilities, knowledge, and skills match a suggested job description. Another issue is "compensation," which plays a major function in drawing in and keeping exceptional employees. Especially the employees who perform very well or have distinctive skills. Because they have often invested heavily in personnel orientation and training, organizations place a high value on these traits. The third element is "rewards," which is defined as everything that businesses provide employees in return for their productivity and that employees look forward to. The fourth element is "training and career development," which implies that staff members must participate in training sessions to increase the company's income in the future. The term "career advancement opportunities" describes any intentional effort to strike a balance between the needs of the business and the demands of the workforce. The sixth element is "supervisor support," which refers to a decent working affiliation between the supervisor and the employee and is essential to employee retention. If there is a troubled relationship, worker retention in the organization is less likely. The seventh component, "work environment," trials how much staff enjoy coming to work and staying with companies that offer an optimistic labor setting where they feel respected and have the fortuitous to improve throughput. The last element is "organizational justice," which stands for the moral treatment of employees by the business. Employee retention finally becomes the main objective for all of them since any business needs to discover qualified applicants. Retention, however, is more important than hiring since, according to a study (Alshurideh et al., 2020; Irshad

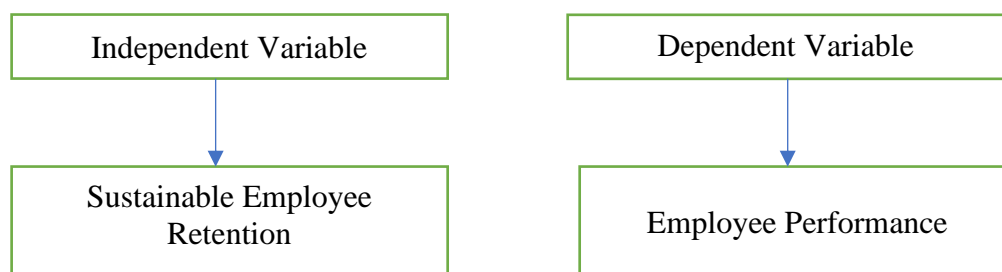
& Afridi 2007), replacing an existing employee can cost up to twice their yearly compensation. This is because it costs the organization more to train a new hire.

**H3:** *Sustainable staff retention has no appreciable impact on worker productivity.*

The impact of employee retention on the organization's success is one crucial factor to take into account. AlDamoe et al. (2012) looked into how HRM practices buffer this relationship, especially those that deal with the effect that employee retention has on the company's recital. The study found that staff retention acted as a mediating factor in all the organizations' performances concerning these linkages and impacts. This is in line with the results of other researchers like Paul and Anantharaman (2003) initiated that HRM practices' inclusion of staff efficiency and retention indicators affected the operative and economic performances of their respective firms. Kar and Misra's (2013) frequent research also supports the relationships between work-life equilibrium and employee retention employee behavior and organization performance (Vyas, 2023), and employee engagement and performance (Gberevbie, 2010).

**Figure 1**

*Conceptual Framework*



### 3 | METHODOLOGY & DESIGN

To determine how sustainable employee retention approaches affect job presentation in the banking sector, this study used a quantitative research design. The five-item job performance scale was used to measure job performance in Manzoor et al. (2019) study. Furthermore, the Kyndt et al. (2009) questionnaire was used to evaluate engagement, job satisfaction, and retention variables for employees. To check the reliability Cronbach alpha was used. For sustainable employee retention Cronbach's value was .788 and for employee satisfaction was .813, which is an acceptable value. Simple random sampling was used and 40 employees were selected. The survey is distributed electronically to banking institution staff members. Online resources are employed to guarantee effective data gathering. Clear instructions are given to participants, and before participation, informed consent is sought. The population of banking institution employees is tapped for participants using a straightforward random sample technique. By guaranteeing that each employee gets a comparable chance of getting selected for the research, this approach lessens the possibility of participant bias. To achieve sufficient power to identify significant correlations between variables, the sample size is gritty by taking into account the size of the population as well as the intended level of statistical significance.

Throughout the investigation, rigorous adherence to ethical norms such as informed consent, confidentiality, and anonymity is maintained. Before data collection, institutional review board approval is obtained.

#### 4 | RESULTS and ANALYSIS

Survey responses and demographics are summarized using descriptive statistics (e.g., means, frequencies). The relationships between work performance and sustainable staff retention strategies are investigated through the use of inferential statistical techniques, such as regression analysis.

**Table 1**

*Demographic distribution of the study respondents*

	Frequency	Percentage
Gender		
Male	23	57.5
Female	17	42.5
Qualification		
Bachelors	24	60
Masters	16	40
Experience		
1-2 years	10	25
3-4 years	20	50
5 years and above	10	25

The majority of respondents were male (57.5%) compared to female respondents (42.5%). 60% of respondents held a bachelor's degree, while 40% held a master's degree. Respondents' experience varied, with 25% having 1-2 years of experience, 50% having 3-4 years, and 25% having 5 years or more.

**Table 2**

*Descriptive statistics of the study variable*

		N	Mean	Std. Deviation
Gender		40	1.43	.501
Qualification		40	1.40	.496
Experience		40	2.00	.716
SER1	The job I do is very meaningful for me.	40	4.20	.992
SER2	My work activities are personally important to me.	40	3.97	1.097
SER3	The work I do is very important to me.	40	3.93	1.185
SER4	I am self-assured about my talent to perform my work.	40	3.53	1.176
SER5	I am confident about my abilities to execute my job activities.	40	4.27	.716
SER6	I have the necessary skills for my job	40	4.40	.778
SER7	I have essential autonomy in determining how I perform my work	40	4.13	.939
SER8	I can decide on my own to perform my duties	40	3.20	.939
SER9	I have a significant opportunity for independence in how I do my work.	40	4.03	.947
SER10	My impact on what happens in my department is significant.	40	3.85	.949

SER11	I have an immense deal of control over what happens in my department.	40	4.00	1.038
EP1	I consistently complete the duties specified in my job description	40	4.20	.992
EP2	I consistently meet the performance requirements of the job	40	3.97	1.097
EP3	I fulfill all responsibilities required by my job	40	3.93	1.185
EP4	I consistently fulfill my obligations to perform for my job	40	3.53	1.176
EP5	I often fail to perform essential duties.	40	3.50	1.155

*Note:* SER (Sustainable Employee Retention), EP (Employee Performance).

The mean values for gender, qualification, and experience are 1.43, 1.40, and 2.00 respectively. These values represent the coding or categorization used for each variable. The mean scores for the sustainable employee retention items (SER1-SER11) range from 3.20 to 4.40, while the mean scores for employee performance items (EP1-EP5) range from 3.50 to 4.20.

**Table 3**

*Effect of gender on sustainable employee retention and employee performance*

	Male		Female		t(38)	p
	M	SD	M	SD		
Sustainable Employee Retention	42.04	5.95	45.47	6.02	-1.79	.81
Employee Performance	18.78	3.99	19.5	4.65	-.588	.560

There is a slight difference in mean scores between male and female respondents for sustainable employee retention, with males scoring slightly lower (42.04) compared to females (45.47). However, this difference is not statistically significant ( $t(38) = -1.79, p > .05$ ). Similarly, there is no significant difference in mean scores for employee performance between male ( $M = 18.78$ ) and female ( $M = 19.5$ ) respondents ( $t(38) = -.588, p > .05$ ).

**Table 4**

*Effect of qualification on sustainable employee retention and employee performance*

	Bachelors		Masters		t(38)	p
	M	SD	M	SD		
Sustainable Employee Retention	43.7	6.6	43.06	5.5	.363	.71
Employee Performance	19.16	4.6	19.06	3.73	.075	.941

The mean scores for sustainable employee retention are relatively similar between respondents with Bachelor's degrees ( $M = 43.7$ ) and those with Master's degrees ( $M = 43.06$ ). The difference is not statistically significant ( $t(38) = .363, p > .05$ ). Likewise, there is no significant difference in mean scores for employee performance between respondents with Bachelor's degrees ( $M = 19.16$ ) and those with Master's degrees ( $M = 19.06$ ) ( $t(38) = .075, p > .05$ ).

**Table 5**

*Regression Analysis of Sustainable Employee Retention on Employee Performance*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-9.026	2.423		-3.725	.001
Gender	-1.813	.677	-.214	-2.679	.011
Qualification	.694	.596	.081	1.165	.252
Experience	.414	.454	.070	.910	.369
SER	.665	.049	.963	13.644	.000

R<sup>2</sup>, .844 (F(4, 35)= 47.36, p< .000).

The R-squared value of the regression model is .844, meaning that the model's predictors can account for about 84.4% of the variance in employee performance. The predictor with the highest standardized coefficient (Beta = .963) is sustainable employee retention (SER), which is strongly correlated with employee performance. Additionally, there is a strong negative correlation between gender and employee performance (Beta = -.214), indicating that male performance is poorer. Employee performance is not significantly predicted by experience or qualifications. According to the highly significant overall regression model (F(4, 35) = 47.36, p < .000), there is a considerable collective influence of the predictors on employee performance.

**Table 6**

*ANOVA analysis of experience on sustainable employee retention and employee performance*

		Sum of Squares	d.f.	Mean Square	F	Sig.
Sustainable Employee Retention	Between Groups	5.350	2	2.675	.067	.935
	Within Groups	1470.650	37	39.747		
	Total	1476.000	39			
Employee Performance	Between Groups	4.425	2	2.213	.117	.890
	Within Groups	699.950	37	18.918		
	Total	704.375	39			

The ANOVA results show that experience does not significantly influence sustainable employee retention, as indicated by the non-significant F-value (F = .067, p = .935). Similarly, experience does not significantly affect employee performance, as evidenced by the non-significant F-value (F = .117, p = .890).

**Table 7**

*Impact of Sustainable employee retention on Employee performance through ANOVA*

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1286.200	15	85.747	10.843	.000
Within Groups	189.800	24	7.908		
Total	1476.000	39			



The between-groups analysis demonstrates that sustainable employee retention significantly impacts employee performance, as indicated by the highly significant F-value ( $F = 10.843$ ,  $p < .000$ ). The within-groups analysis does not yield any significant findings as the F-value is not significant ( $F = 7.908$ ,  $p > .05$ ).

## 5 | DISCUSSION

The association between long-term employee retention and job performance in the banking sector is clarified by discussing the outcomes of the regression analysis, ANOVA tests, and descriptive statistics. The purpose is to examine these findings' consequences in more detail, look into potential reasons, and offer useful recommendations for banking organizations. Regression analysis showed that there was a high positive correlation between employee performance and sustainable employee retention, with sustainable employee retention standing out as a powerful predictor of performance. This research emphasizes how important staff retention strategies are for creating a positive workplace culture and improving organizational results. Employees are more inclined to make discretionary efforts, show more job satisfaction, and perform better when they feel appreciated, supported, and involved (Salman et al., 2024).

The balance between work and life programs, professional development opportunities, organizational culture, and the alignment of individual values with company objectives are just a few of the elements that contribute to sustainable employee retention (Gulzar et al., 2024). These elements support employee dedication, loyalty, and engagement, which in turn leads to better financial results, customer happiness, and productivity, among other performance measures (Bahar et al., 2024). The correlation that exists between performance and sustainable employee retention highlights the significance of making investments in employee development, cultivating a happy work environment, and putting in place retention tactics that are customized to the specific requirements and preferences of banking industry staff (Almuayad & Chen, 2024). The results of the regression study also showed that there is a substantial inverse association between employee gender and performance, with male employees performing worse than female employees (Aman-Ullah et al., 2020). This is an interesting conclusion that calls for more research into the possible underlying causes of the gender gap in performance. Even though a variety of sociocultural, psychological, and organizational factors may contribute to gender differences in performance, gender biases can be reduced and overall organizational performance can be improved by addressing gender biases, promoting diversity and inclusion initiatives, and offering equal opportunities for career advancement (Akther & Tariq, 2020).

Regression analysis showed that contrary to expectations, employee performance was not significantly predicted by qualification (Master's vs. Bachelor's degree). This finding raises the possibility that performance in the banking sector may not be predicted by one's degree of schooling (Zafar & Siddiqui, 2019). While having a higher degree may help with some abilities and competencies, other elements that affect employee performance more significantly include experience, job fit, and organizational support. Thus, regardless of educational background, banking administrations would prioritize forming a positive grind atmosphere, offering chances for ongoing learning and progress, and matching employee talents to job requirements to maximize performance outcomes (Mansor & Idris, 2015).

The experience did not significantly affect long-term employee retention or performance, according to the ANOVA analysis. Given the widespread perception that seasoned workers are additionally able to

demonstrate better heights of dedication, job satisfaction, and performance, this study may come as a surprise. When evaluating these findings, it is crucial to take the experience level, job fit, and organizational assistance into account. Perceptions of the workplace, possibilities for advancement, and career prospects may have a greater influence on an employee's performance and retention than years of experience or tenure alone (Yqub et al., 2022). Furthermore, the fact that experience has no discernible effect highlights the need for continuous training, skill development, and performance management procedures in sustaining employee engagement and raising performance standards over time. Regardless of tenure, banking institutions should give top priority to programs that help them consistently grow and develop their workforce to maintain high levels of performance, retention, and employee satisfaction.

## 6 | CONCLUSION

In today's competitive banking industry, where customer expectations are continually evolving, the role of human capital in driving organizational success cannot be overstated. This study has provided valuable insights into the relationship between sustainable employee retention and employee performance within the banking sector, offering a roadmap for organizations to optimize their human resource management practices and achieve sustained excellence. The significant positive impact of sustainable employee retention practices on employee performance. By investing in initiatives that promote engagement, satisfaction, and commitment among employees, banking institutions can unlock their full potential and drive performance improvements across various metrics. From increased productivity and efficiency to enhanced customer satisfaction and financial performance, the benefits of fostering a loyal and motivated workforce are manifold.

However, the study also reveals certain nuances in the relationship between retention practices and performance outcomes. While gender disparities in performance exist, with male employees exhibiting lower performance compared to their female counterparts, educational qualifications alone do not significantly predict performance levels. This underscores the importance of addressing gender biases and promoting diversity and inclusion initiatives within banking institutions. Furthermore, tenure alone does not guarantee higher performance, highlighting the need for continuous learning and supportive work environments to nurture employee potential and drive sustained performance improvements over time.

Moving forward, banking institutions must translate these findings into actionable strategies that prioritize employee retention and engagement. Implementing gender diversity initiatives, skills development programs, and employee engagement strategies tailored to the needs and preferences of the workforce can create a conducive environment where employees thrive and contribute their best. By fostering a culture of inclusion, continuous learning, and performance excellence, banking institutions can cultivate a competitive advantage, drive innovation, and achieve sustainable growth in the dynamic banking industry landscape. Moreover, banking institutions must recognize the interconnectedness of employee retention, customer satisfaction, and overall organizational success. Consequently, by making investments in the welfare and career advancement of their staff, banking institutions can generate a virtuous cycle of performance improvement that benefits both employees and customers alike. In conclusion, this study underscores the critical importance of sustainable employee retention practices in driving employee performance and organizational success within the banking industry. By prioritizing investments in employee development,

fostering a positive work philosophy, and promoting diversity and inclusion, banking institutions can produce a conducive environment where employees thrive, leading to enhanced performance outcomes and sustained competitive advantage in the marketplace. As the banking landscape continues to evolve, organizations that prioritize their human capital and invest in employee retention will emerge as industry leaders, poised for long-term success and growth.

### **6.1 | Practical Implications**

The findings highlight the existence of gender disparities in employee performance within the banking industry. This underscores the need for banking institutions to raise awareness of these disparities and implement gender-sensitive policies to promote diversity and inclusion. While educational qualifications did not significantly predict employee performance, this finding suggests that qualifications alone may not be sufficient indicators of performance. Banking institutions should focus on other factors such as skills development and job fit when assessing employee potential.

The non-significant relationship between experience and performance indicates that tenure alone may not guarantee higher performance levels. Banking institutions should focus on providing continuous learning opportunities and supportive work environments to nurture employee potential regardless of tenure. Banking institutions should prioritize initiatives aimed at fostering employee engagement, satisfaction, and commitment to enhance overall performance outcomes.

### **6.2 | Recommendations**

1. Banking institutions might implement gender diversity initiatives, including leadership development programs, mentorship opportunities, and bias awareness training, to address gender disparities in performance and promote equal opportunities for career advancement.
2. Recognizing the limited predictive value of educational qualifications, banking institutions might prioritize skills development programs tailored to employees' job roles and career aspirations. Providing opportunities for continuous learning and professional growth might enhance employee capabilities and performance.
3. To foster sustainable employee retention, banking institutions should implement employee engagement strategies such as recognition programs, flexible work arrangements, and transparent communication channels. Creating a positive work culture where employees feel valued and empowered can enhance retention rates and performance levels.
4. Implementing regular performance evaluations, feedback mechanisms, and goal-setting processes might help banking institutions align individual performance with organizational objectives. Providing constructive feedback and recognition can motivate employees to achieve their full potential and contribute to overall organizational success.
5. Banking institutions might develop and enforce diversity and inclusion policies to create a supportive and inclusive work environment. These policies should address biases, promote equal opportunities for all employees, and foster a culture of respect and belonging.

By implementing these recommendations, banking institutions can effectively address gender disparities, enhance employee performance, and foster a culture of inclusion and excellence conducive to sustainable growth and success in the banking industry.

## REFERENCE

- Adair, J. E. (2006). *Leadership and motivation: The fifty-fifty rule and the eight key principles of motivating others*. Kogan Page Publishers.
- Akther, S., & Tariq, J. (2020). *The impact of effective training on employee retention: A study in private banks of Bangladesh*. *Journal of Economics and Business*, 3(1).
- Al Kurdi, B., Alshurideh, M., Salloum, S., Obeidat, Z., & Alwere, R. (2020). *An empirical investigation into an examination of factors influencing university students' behavior towards elearning acceptance using SEM approach*.
- ALDamoe, F. M. A., Yazam, M., & Ahmid, K. B. (2012). *The mediating effect of HRM outcomes (employee retention) on the relationship between HRM practices and organizational performance*. *International Journal of Human Resource Studies*, 2(1), 75.
- Almuayad, K. M., & Chen, Y. (2024). *Effect of Knowledge Management on Employee Job Performance in Yemeni Banking Sector: The Mediating Role of Job Satisfaction*. *Journal of the Knowledge Economy*, 1-30.
- Alshraideh, A. T. R., Al-Lozi, M., & Alshurideh, M. T. (2017). *The impact of training strategy on organizational loyalty via the mediating variables of organizational satisfaction and organizational performance: An empirical study on Jordanian agricultural credit corporation staff*. *Journal of Social Sciences (COES&RJ-JSS)*, 6(2), 383-394.
- Alshurideh, M., Gasaymeh, A., Ahmed, G., Alzoubi, H., & Kurd, B. (2020). *Loyalty program effectiveness: Theoretical reviews and practical proofs*. *Uncertain Supply Chain Management*, 8(3), 599-612.
- Alzoubi, H. M., & Inairat, M. (2020). *Do perceived service value, quality, price fairness, and service recovery shape customer satisfaction and delight? A practical study in the service telecommunication context*. *Uncertain Supply Chain Management*, 8(3), 579-588.
- Aman-Ullah, A., Aziz, A., & Ibrahim, H. (2020). *A systematic review of employee retention: what's next in Pakistan?* *Journal of Contemporary Issues and Thought*, 10, 36-45.
- Barney, J. B. (2000). *Firm resources and sustained competitive advantage*. In *Economics meets sociology in strategic management* (pp. 203-227). Emerald Group Publishing Limited.
- Bashar, A., Sakib, M. N., Rahman, M. M., Tabassum, F., & Sabah, S. (2024). *The role of top management commitment, employee involvement, and training and development on employee performance: evidence from the banking sector of an emerging economy*. *Quality Management Journal*, 31(1), 58-74.
- Calo, T. J. (2008). *Talent management in the era of the aging workforce: The critical role of knowledge transfer*. *Public Personnel Management*, 37(4), 403-416.
- Crawshaw, J., Budhwar, P., & Davis, A. (Eds.). (2020). *Human resource management: Strategic and international perspectives*. Sage.
- Davis, T. L. (2013). *A Qualitative Study of the Effects of Employee Retention on the Organization*. ProQuest LLC. 789 East Eisenhower Parkway, PO Box 1346, Ann Arbor, MI 48106.
- Eseme Gberevbie, D. (2010). *Organizational retention strategies and employee performance of Zenith Bank in Nigeria*. *African Journal of Economic and Management Studies*, 1(1), 61-74.
- Esmaili, M. R., & Seidzadeh, H. (2017). *The Survey of Job Satisfaction effect on performance with mediating role of organizational loyalty*. *Management Studies in Development and Evolution*, 25(83), 51-68.
- Fountoulakis, K. N. (2014). *Suicide rates and the economic crisis in Europe*. *Dusunen Adam*, 27(1), 1.
- Frank, F. D., Finnegan, R. P., & Taylor, C. R. (2004). *The race for talent: Retaining and engaging workers in the 21st century*. *Human resource planning*, 27(3).
- Gering, J., & Conner, J. (2002). *A strategic approach to employee retention*. (Business). *Healthcare Financial Management*, 56(11), 40-45.
- Gulzar, R., Bhat, A. A., Mir, A. A., Athar, S. A., & Al-Adwan, A. S. (2024). *Green banking practices and environmental performance: navigating sustainability in banks*. *Environmental Science and Pollution Research*, 1-16.
- Hanif, A., Khalid, W., & Khan, T. N. (2013). *Relating Maslow's hierarchy of needs with employee turnover and retention: a case study of the local telco*. *International Journal of Human Resource Studies*, 3(2), 51.
- Hughes, B. B., & Hillebrand, E. E. (2015). *Exploring and shaping international futures*. Routledge.
- Irshad, M., & Afridi, F. (2007). *Factors affecting employee retention: Evidence from the literature*. *Abasyn Journal of Social Sciences*, 4(2), 307-339.
- Kar, S., & Misra, K. C. (2013). *Nexus between work-life balance practices and employee retention-The*

- mediating effect of a supportive culture. *Asian Social Science*, 9(11), 63.
- Kurdi, B., & Alshurideh, M. (2020). Employee retention and organizational performance: Evidence from the banking industry. *Management Science Letters*, 10(16), 3981-3990.
- Kyndt, E., Dochy, F., Michielsen, M., & Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives. *Vocations and learning*, 2, 195-215.
- Mansor, M., & Idris, A. (2015). Employee retention in the Malaysian banking industry: Do flexible practices work? *South African Journal of Business Management*, 46(1), 1-9.
- Manzoor, F., Wei, L., Bányai, T., Nurunnabi, M., & Subhan, Q. A. (2019). An examination of sustainable HRM practices on job performance: An application of training as a moderator. *Sustainability*, 11(8), 2263.
- Mustofa, A. Z. (2022). Hierarchy of human needs: a humanistic psychology approach of Abraham Maslow. *Kawanua International Journal of Multicultural Studies*, 3(2), 30-35.
- Pareek, A., Mohanty, S. S., & Mangaraj, S. (2019). Systematic review on employee engagement and its impact on employee retention.
- Paul, A. K., & Anantharaman, R. N. (2003). Impact of people management practices on organizational performance: analysis of a causal model. *The International Journal of Human Resource Management*, 14(7), 1246-1266.
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American academy of business*, 5(1/2), 52-63.
- Salman, M., Anwar, I., Ganie, S. A., & Saleem, I. (2024). Impact of Human Resource Management Practices on Organizational Performance: Evidence from the Indian Banking Industry. *Management and Labour Studies*, 49(1), 97-118.
- Singh, S. (2012). Developing e-skills for competitiveness, growth, and employment in the 21st century: The European perspective. *International Journal of Development Issues*, 11(1), 37-59.
- Vasquez, D. (2014). Employee retention for economic stabilization: A qualitative phenomenological study in the hospitality sector. *International Journal of Management, Economics and Social Sciences*, 3(1), 1-17.
- Vroom, V., Porter, L., & Lawler, E. (2015). Expectancy theories. In *Organizational Behavior* 1 (pp. 94-113). Routledge.
- Vyas, R. M. B. (2023). Employee engagement: The key to improving performance. *The journal of contemporary issues in business and government*, 29(1), 277-285.
- Yaqub, R. M. S., Qasim, A., Javeed, M. A., & Javeed, Z. (2022). Effect of Sustainable HRM Practices on Job Performance: Mediating Role of Employee Retention. *Journal of Tourism, Hospitality, and Services Industries Research (JTHS)*, 2(02), 44-61.
- Zafar, S., & Siddiqui, D. A. (2019). Factors affecting employees performance and retention: A comparative analysis of banking and educational sector of Karachi. Zafar, S. and Siddiqui, DA (2019). Factors Affecting Employees Performance and Retention: A Comparative Analysis of Banking and Educational Sector of Karachi. *Business Management and Strategy*, 10(1), 93-124.