A COMPARATIVE STUDY OF EMPLOYEE RETENTION IN PUNJAB NATIONAL BANK AND BANK OF INDIA

Richa Arora
Assistant Professor
Delhi Institute of Advanced Studies

Abstract

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Employee retention is critical to the long term health and success of the organization. Managers readily agree that retaining best employees ensures customer satisfaction, product sales, satisfied coworkers and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning. This study mainly deals with the six factors, performance appraisal, job satisfaction, organization culture, training and development, monetary factors and the non-monetary factors for the retention of employees in their organization. The comparison is made between the two banks, Bank of India and Punjab National Bank. The type of study we had adopted is the descriptive research. A research design entails the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The simple random sampling technique was used in this study. The target population included the employees at the different levels of the management in both the banks. To ascertain the difference between both the banks the analysis is made on the basis of the significant difference between the parameters considered. It is observed that in Punjab national Bank mechanisms present in the banks help employees develop their potential for the next rung of jobs, in Bank of India the members in the organization members are more committed to the growth and development of their organization, the grant of retention bonus affects the employee tenure in the organization.

Key words: *Employee Retention, Performance Appraisal, Job Satisfaction, Organization Culture, Training and Development, Monetory Factors, Non-Monetory Factors.*

INTRODUCTION

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Corporate is facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. There is no dearth of opportunities for a talented person. There are many organizations which are looking for such employees. If a person is not satisfied by the job he's doing, he may switch over to some other more suitable job. In today's environment it becomes very important for organizations to retain their employees. The top organizations are on the top because they value their employees and they know how to keep them glued to the organization. Employees stay and leave organizations for some reasons.

The reason may be personal or professional. These reasons should be understood by the employer and should be taken care of. The organizations are becoming aware of these reasons and adopting many strategies for employee retention. Employee retention is beneficial for the organization as well as the employee. Employees today are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. It is the responsibility of the employer to retain their best employees. If they don't, they would be left with no good employees. A good employer should know how to attract and retain its employees.

Key employee retention is critical to the long-term health and success of your business. Managers readily agree that retaining your best employees ensures customer satisfaction, product sales, satisfied coworkers and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning. Employee retention matters. Organizational issues such as training time and investment; lost knowledge; mourning,

insecure coworkers and a costly candidate search aside, failing to retain a key employee is costly.

Problem Definition

Employee retention has been a very sensitive issue for every organization and there is great need to solve this major problem. It involves taking measures to encourage employees to remain in the organization for the maximum period of time. Employee retention is beneficial for the organization as well as the employee. It is the responsibility of the employer to retain their best employees. If they don't, they would be left with no good employees. A good employer should know how to attract and retain its employees.

Objectives of the Research

Primary Objective

- To analyze the employee retention practices in Punjab National Bank and Bank of India.

Secondary Objective

- To find the relationship between performance appraisal and employee retention.
- To find the relationship between job satisfaction and employee retention.
- To find the relationship between organization culture and employee retention.
- To find the relationship between training and development and employee retention.
- To find the relationship between monetary factors and employee retention.
- To find the relationship between non-monetary factors and employee retention.

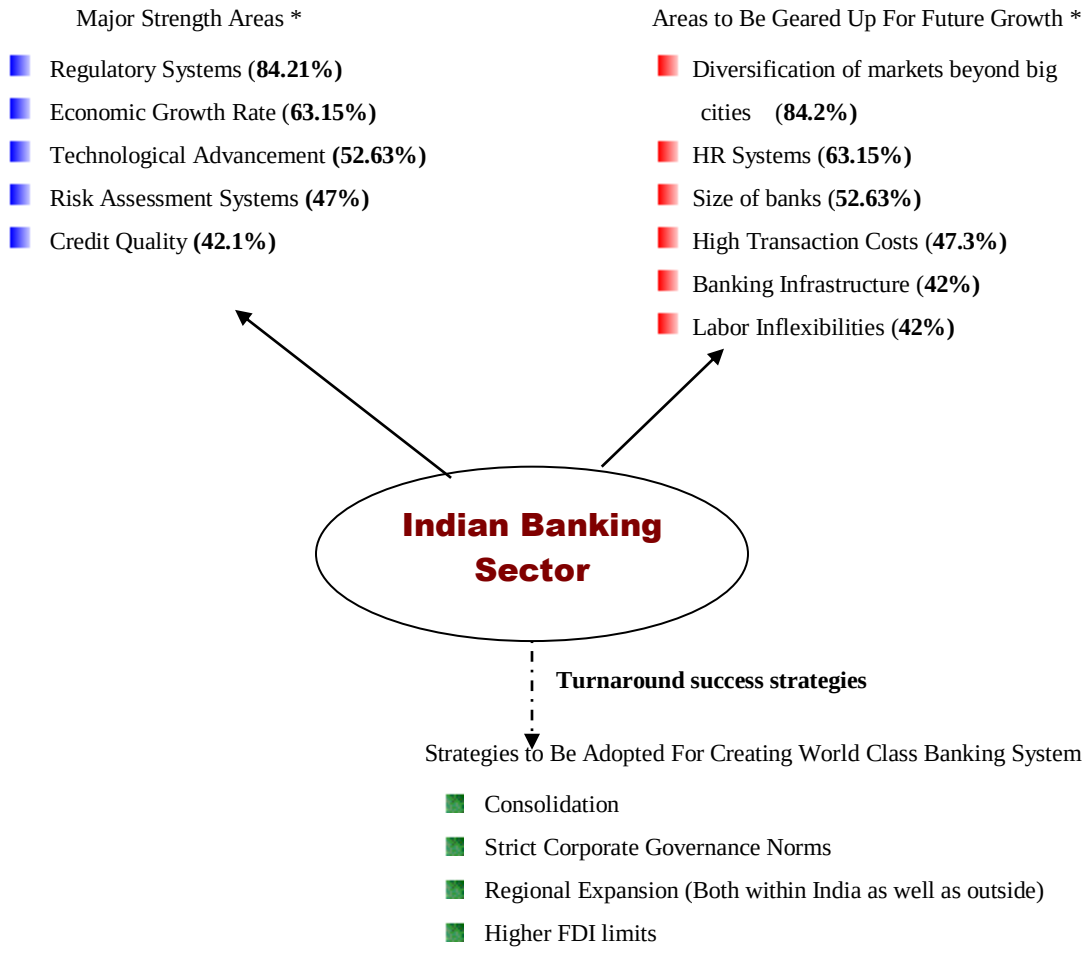
Research Hypothesis

- The performance appraisal procedure followed in an organization affects the employee retention.
- The level of satisfaction of the employees working affects the employee retention in the organization.

- The organization culture prevailing in an organization has a great impact on the retention of employees working in an organization.
- Training and development of employees working in an organization affects the retention of employees working in an organization.
- Monetary factors lead to the retention of employees working in an organization.
- Non-monetary factors have an impact on the retention of employees working in an organization.

INDIAN BANKING SECTOR: STRENGTHS AND WEAKNESSES

Some of the major strengths of the Indian banking industry, which helps mark its place on the global banking scene as highlighted by our survey respondents were Regulatory Systems **(84.21%),** Economic Growth Rate **(63.15%),** Technological Advancement **(52.63%),** Risk Assessment Systems **(47%)** and Credit Quality **(42.1%)**



- FTA with countries where India has comparative advantage in banking sector

Some of the areas that need to be geared up for future growth, identified by the survey respondents were Diversification of markets beyond big cities (84.2%), HR Systems (63.15%), Size of banks (52.63%), High Transaction Costs (47.3%), Banking Infrastructure (42%) and Labor Inflexibilities (42%).

LITERATURE REVIEW

Job Satisfaction

Employee satisfaction is "An attitude that results from an evaluative process, where some comparison standard about the work environment is performed with the actually perceived work environment (Homburg, & Stock, 2004). It's been postulated by the service profit chain that high levels of customer satisfaction can be lead by the satisfaction of employees. This becomes crucial because it can eventually affect in the loyalty of the customers as well as the profits of the company (Estelami, & Hurley, 2007). Van der Voordt (2004) explains that for employees it is very important to gain gratification from their job. Michael (2008) stated that employee satisfaction increases significantly when people perceive balance between work and their personal lives experience. On the other hand, the life quality is very important for the employees, the managers emotional intelligence is the main determinant between the supportive leadership behaviors and employee satisfaction (John, 2009). Ritchie and O'Malley (2009) indicate that supervisors play an important role on employee's satisfaction. It is important to know how supervisors may influence on the perception between the organization and employees. Silva (2006) explained that studying the attitude of the workers has become a major issue because, by knowing the reasons that make the employee unhappy, the company can make rearrangements to the basis of the problem. Moreover, diverse job tasks, kind co-workers and a nice working environment have been detected both as motivational and satisfaction factors (Bjerker, Ind, & Paolli, 2007). People agreed that a pleasant atmosphere contributes in the creation of optimistic feelings (Bjerker et. al., 2007).

Talent Management

Talent Management is a set of integrated organizational HR processes designed to attract, develop, motivate, and retain productive, engaged employees. The goal of **talent management** is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives.

The major aspects of talent management practiced within an organization must consistently include:

- performance management
- leadership development
- workforce planning/identifying talent gaps
- recruiting

This term of talent management is usually associated with competency-based human resource management practices. Talent management decisions are often driven by a set of organizational core competencies as well as position-specific competencies. The competency set may include knowledge, skills, experience, and personal traits (demonstrated through defined behaviors). (Heimen et al, 2004) Like a machine, a business will fail to operate successfully if key elements such as processes, systems, and structure are misaligned or hindered by friction between those element and like a machine, a business must be designed, operated, and maintained. These functions are performed by the talent – the human capital employed by the enterprise. Indeed, talent (i.e., an organization's employees), typically is the single biggest lever for driving improvements in business performance. The collective skills of the talent employed in an organization largely comprise the organization's core capabilities. An organization's talent injects capabilities that are very difficult for competitors to benchmark and

replicate. More than any other asset, talent provides the potential for long-term competitive advantage.

McKinsey (2008) also defines talent as "the sum of a person's abilities – his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character and drive. It also includes his or her ability to learn and grow" (Michaels et al., 2001). Richard et. al. (2011) evidently explain the need for talent management in different aspects, their plea for talent management magnify the need of strong and robust HR structure in an organization. They emphasized over six drivers fueling the need of talent management.

Organizational Culture

Basically, organizational culture is the personality of the organization. Culture is comprised of the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. According to Azhar (2003) organizational culture is the combination of important assumptions that are shared in common by each members of an organization and are often unstated. Organizational culture is basically made up by two major common assumptions: values and beliefs. Values are the assumptions that have been forwarded by the leaders of the organization and considered to be ideals that are desired by all the members of an organization. Beliefs on the other hand are the assumptions about the reality and created by experience. Budd (2005) notes that organisational culture is not a force which only acts in one direction upon the individuals in an organisation but is also acted upon by the individuals within an organisation. The reason for the popularity of organizational culture is the substantial relationship between the concept itself and its outcomes such as gaining competitive advantage, a company's effectiveness and financial performance (Tidor, Gelmereanu, Baru and Morar, 2012). Stewart (2010) mentioned that profitability is any organizational goal. One of the best places to start improvements is with an examination of the organization's work culture. He states that the strongest component of the work culture is the beliefs and attitudes of the employees. It is the people who make up the culture, he stated. Stewart (2010) also stated that an organization's cultural norms strongly affect all who are involved in the organization. Those norms are almost invisible, but if we would like to improve

performance and profitability, norms are one of the first places to look. Besides competition, both innovations and a cohesive culture determine the appropriateness of a firm's activities that can contribute to its performance. In fact, organizational culture is not just an important factor of an organization; it is the central driver of superior business performance (Gallagher & Brown, 2007).

Training and Development

In the field of human resource management, **training and development** is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. According to Oatey (1970), training improves a person's skill at a task. Training helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization. The influences of trainees' characteristics on training effectiveness have focused on the level of ability necessary to learn program content. Motivational and environmental influences of training effectiveness have received little attention. This analysis integrates important motivational and situational factors from organizational behavior theory and research into a model which describes how trainees' attributes and attitudes may influence the effectiveness of training Raymond (1986). It has been known by several names, including **employee development**, **human resource development**, and **learning and development**. The process of training and development is a continuous one. Isyaku (2000) stated that it is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. Training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives; Trainer, trainee, designer, evaluator. The main goal of training is to provide, obtain and improve the necessary skills in order to help organizations achieve their goals and create competitive advantage by adding value to their key resources – i.e. managers (Stavrou *et al.*, 2004).According to Karthik R (2012), training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives; Trainer, trainee, designer, evaluator.

RESEARCH METHODOLOGY

The study included both exploratory as well as conclusive phases. Whereas exploratory phase was used primarily for back- ground study and questionnaire development, conclusive study dealt with data collection from actual respondents through a structured questionnaire.

Designing of research instrument

Background of the study included exploration into which factors contribute to job satisfaction of the employees working in the organization. The primary data was collected using the questionnaire method; it affords the advantages of speed, cost and versatility. The questionnaire was developed using the review of literature for collecting the primary data for this study and the analysis was done on the basis of the data collected. To avoid any subjectivity bias, questionnaire included the questions and the information based on the various levels of the data measurement. The respondents were instructed to tick an appropriate box for each question. Open – ended and close ended questions were included.

Sampling and mode of contact

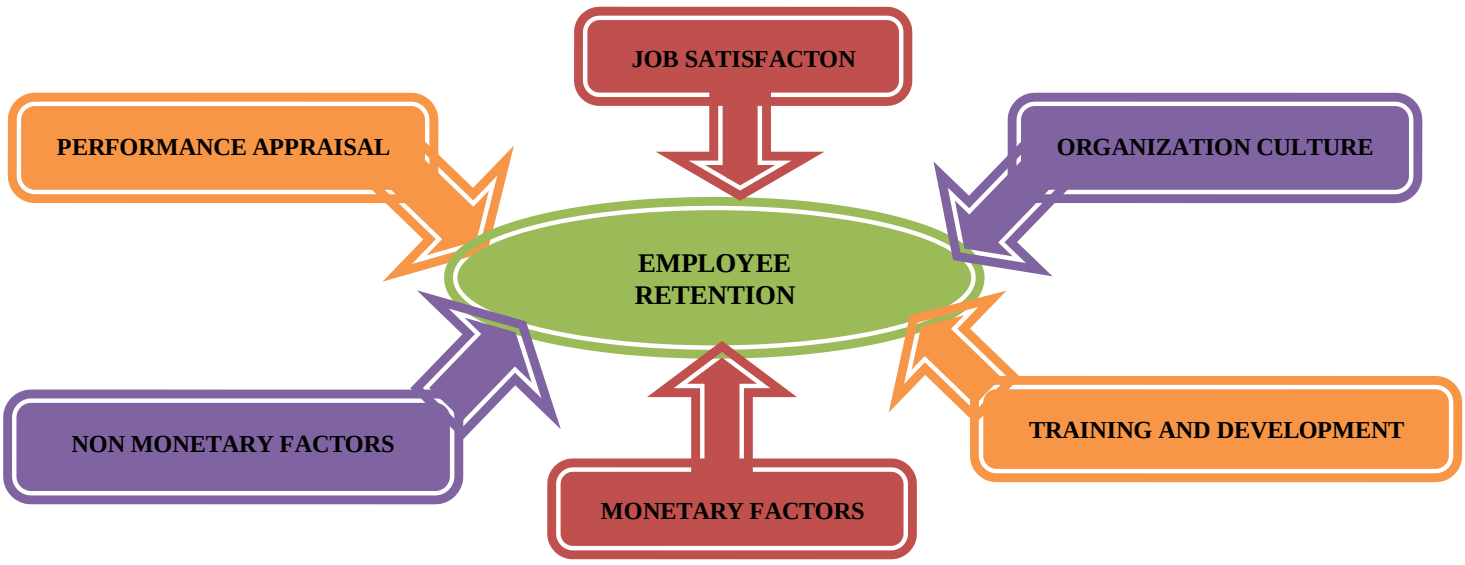
The sample size of 100 employees was drawn for the purpose of carrying out this research. The sample size of 50 was taken from the various branches of the PUNJAB NATIONAL BANK and the sample size of 50 was taken from the various branches of the BANK OF INDIA from the Delhi region. The simple random sampling which is a part of probability sampling technique was used as a sampling in this study. The target population included the employees at the different levels of the management in both the banks.

Reliability and Validity checking

To achieve reliability and validity of the data collected, and increase the response rate, questions were designed effectively, structured well, and undertook a validity check from

both subject expert and research expert. The preliminary survey questionnaire was given independently to three professors from the subject area to obtain feedback regarding the content, layout, wording and ease of understanding the measurement items. They were also asked to offer suggestions for improving the proposed scale and to edit the items if necessary to enhance clarity, readability and content adequacy. In general, the comments were positive with some suggestions which were taken into account while revising the questionnaire. During the next stage, the questionnaire was administered on a group consisting of 50 respondents. The inputs from this interaction were further used in refinement of the questionnaire. Such interaction also proved to be of great help in finally deciding on the factors to be included in the study. Reliability of questionnaires allowed accurate data to be collected and ensured that the data collected was consistent. Validity Checking was done to test the effectiveness of the questionnaire and as the result of the test; minor changes has been made to the questionnaire. The SPSS software will be used as a tool to analyze the data collected and to determine the output.

Conceptual Framework



FINDINGS AND ANALYSIS

Table 1: Demographic Profile of Respondents

BANK & BRANCH	
BANK OF INDIA	50%
PUNJAB NATIONAL BANK	50%
DESIGNATION	
OFFICER	77%
CLERK	23%
TENURE	
0-10	46%
11-above	54%

The Representation on the Basis of Bank and Branch

The data was represented on the basis of the 5 value scale in which '1' represents 'STRONGLY DISAGREE', '2' represents 'DISAGREE', '3' represents 'NEUTRAL', '4' represents 'AGREE' and '5' represents 'STRONGLY AGREE'.

To ascertain the difference between both the banks we conducted independent mean test. On the basis of this there is significant difference between these parameters.

Table 2: Performance Appraisal 1

PARAMETER	BANK OF INDIA (MEAN)	PNB (MEAN)	Sig (2-TAILED)	t-VALUE
Presence of mechanisms help employees develops their potential for the next rung of jobs.	3.50	**4.00**	**.013**	-2.519
Your Company's promotion policies are well defined and shared with employees.	3.86	4.20	.060	-1.905
Appraisal systems give each employee an idea of what is expected of him.	3.62	3.70	.699	-.388
Your company uses numerous rewards, including non-financial ones, to motivate people.	3.36	3.44	.650	-.455

Salaries and other benefits of employees lead to employee retention.	3.82	4.18	.082	-1.758

.* Significant at 0.05 Level of significance

On perusal of the table 2 of the performance appraisal, it was depicted that the above five factors were taken into consideration for the retention of employees on the five point scale out of which the only factor having significant value was the presence of mechanisms in the banks help employees develop their potential for the next rung of jobs. Therefore, the mean of the two banks was measured and it had been found that the value of mean of the Punjab national bank was greater than bank of India. This implied that the employees of PNB agreed to the respective statement.

Table 3: Job Satisfaction 1

PARAMETER	BANK OF INDIA (MEAN)	PNB (MEAN)	Sig (2-TAILED)	t-VALUE
The best people in your organization are keen to work with your organization.	4.22	4.04	1.878	1.878
You feel that your abilities and skills are utilized in optimum manner in your Organization.	3.44	3.12	3.260	3.260
You are satisfied with the growth opportunities that you have in the organization.	4.12	3.92	1.674	1.674
Two years from now, you see yourself working with your organization.	4.22	4.08	1.540	1.540
Your salary structure is comparable with those of other comparable organizations.	4.30	4.08	2.892	2.892

* Significant at 0.05 Level of significance

Table 3 of job satisfaction depicted that all the above factors measured on the five point scale had the insignificant values and therefore were followed equally in the banks, Bank of India and Punjab national Bank.

Table 4: Organization Culture 1

PARAMETER	BANK OF INDIA (MEAN)	PNB (MEAN)	Sig (2-TAILED)	t-VALUE
Your organizations culture contributes to the improvement of the performance of the employees.	3.98	3.92	.758	.309
Your organization has an effective and efficient employee performance management system.	3.34	3.60	.086	-1.732
There is strong understanding among organizations members.	4.46	4.46	1.000	.000
Organizational members in your organization are committed to growth and development of it.	**3.96**	3.44	**.000**	3.706
People in the organization respect each other.	4.32	4.18	.211	1.260

* Significant at 0.05 Level of significance

It has been depicted from the table 4 of the organization culture that the above five factors were taken into consideration for the retention of employees on the five point scale out of which the only factor having significant value was organizational members in their organization were committed to the growth and development of it. Therefore, the mean of the two banks was measured and it had been found that the value of mean of the Bank of India was greater than Punjab national Bank. This implied that the employees of BOI agreed to the respective statement.

Table 5: Training and Development 1

PARAMETER	BANK OF INDIA (MEAN)	PNB (MEAN)	Sig (2-TAILED)	t-VALUE
Employees are helped to upgrade their technical knowledge and skills through training.	2.50	2.62	-.120	-.913
Various methods are used to help employees learn and implement creative ideas.	2.50	2.60	-.100	-.798
Your organizations training programs are evaluated and improved upon, every year.	2.86	2.74	.120	1.024
The organization encourages and support self-learning an education by its managers.	3.00	3.32	-.320	-2.850
People participate in determining their training and know the skills they must acquire.	2.60	2.96	-.360	-2.195

* Significant at 0.05 Level of significance

Table 5 of training and development depicted that all the above factors measured on the five point scale had the insignificant values and therefore were followed equally in the banks, Bank of India and Punjab national Bank.

Table 6: Monetory Factors 1

PARAMETER	BANK OF INDIA (MEAN)	PNB (MEAN)	Sig (2-TAILED)	t-VALUE
Salary is an important factor for retention.	3.62	3.84	.185	-1.335
The grant of retention bonus affects employee tenure in the organization.	3.54	**3.82**	**.002**	-3.115
Timely allowances motivates in retaining employees.	4.14	4.08	.654	.449
Presence of cafeteria benefit aids in employee retention.	3.14	3.16	.901	-.125

* Significant at 0.05 Level of significance

It has been depicted from the table 6 of the monetary factors that the above four factors were taken into consideration for the retention of employees on the five point scale out of which the only factor having significant value was the grant of retention bonus affects employee tenure in the organization. Therefore, the mean of the two banks was measured and it had been found that the value of mean of the Punjab national Bank was greater than Bank of India. This implied that the employees of PNB agreed to the respective statement.

Table 7: Non - Monetory Factors 1

PARAMETER	BANK OF INDIA (MEAN)	PNB (MEAN)	Sig (2-TAILED)	t-VALUE
Frequent job rotation promotes employee retention.	3.48	3.38	.386	.871
Continuous training enhances employee retention.	2.76	2.64	.396	.852
Awards and rewards leads in retaining employees.	3.00	2.94	.635	.477
Employee attitude surveys help the organization in retaining employees.	3.68	3.50	.320	1.000

* Significant at 0.05 Level of significance

Table 7 of non-monetary factors depicted that all the above factors measured on the five point scale had the insignificant values and therefore were followed equally in the banks, Bank of India and Punjab national Bank.

The Representation on the Basis of Tenure in the Current Organization

Table 8: Performance Appraisal 2

PARAMETER	0-10 (MEAN)	11 & above (MEAN)	Sig (2-TAILED)	t-VALUE
Presence of mechanisms help employees develops their potential for the next rung of jobs.	1.123	.920	.289	-1.529
Your Company's promotion policies are well defined and shared with employees.	1.050	.754	.234	-1.948
Appraisal systems give each employee an idea of what is expected of him.	1.070	.979	.155	-.941
Your company uses numerous rewards, including non-financial ones, to motivate people.	.916	.841	.316	-2.154
Salaries and other benefits of employees lead to employee retention.	1.166	.904	.257	-1.628

* Significant at 0.05 Level of significance

Table 8 of performance appraisal depicted that all the above factors measured on the five point scale had the insignificant values and therefore were followed equally in both the banks irrespective of their tenure in the organization.

Table 9: Job Satisfaction 2

PARAMETER	0-10 (MEAN)	11 & above (MEAN)	Sig (2-TAILED)	t-VALUE
The best people in your organization are keen to work with your organization.	.354	.575	.399	1.166
You feel that your abilities and skills are utilized in optimum manner in your Organization.	.341	**.599**	**.007**	1.603
You are satisfied with the growth opportunities that you have in the organization.	.551	.634	.098	1.078
Two years from now, you see yourself working with your organization.	.315	.552	.408	.751
Your salary structure is comparable with those of other comparable organizations.	.315	.442	.057	1.436

* Significant at 0.05 Level of significance

On perusal of the table 9 of the job satisfaction, the above five factors were taken into consideration for the retention of employees on the five point scale out of which the only factor having significant value was they feel that their abilities and skills were utilized in optimum manner in their organization. Therefore, the mean was measured and it had been found that the value of mean of the employees having tenure 11 & above was greater than 0 - 10. This implied that the employees with tenure 11 & above agreed to the respective statement.

Table 10: Organization Culture 2

PARAMETER	0-10 (MEAN)	11 & above (MEAN)	Sig (2-TAILED)	t-VALUE
Your organizations culture contributes to the improvement of the performance of the employees.	1.018	.920	.243	-.613
Your organization has an effective and efficient employee performance management system.	.790	.714	.080	-.685
There is strong understanding among organizations members.	.614	.574	.290	-.568
Organizational members in your organization are committed to growth and development of it.	.721	.746	.052	1.640
People in the organization respect each other.	.431	.650	.854	.318

* Significant at 0.05 Level of significance

Table 10 related to the organization culture depicted that all the above factors measured on the five point scale had the insignificant values and therefore were followed equally in both the banks irrespective of their tenure in the organization.

Table 11: Training and Development 2

PARAMETER	0-10 (MEAN)	11 & above (MEAN)	Sig (2-TAILED)	t-VALUE
Employees are helped to upgrade their technical knowledge and skills through training.	.498	**.748**	**.033**	-.051
Various methods are used to help employees learn and implement creative ideas.	.498	**.700**	**.043**	-.132
Your organizations training programs are evaluated and improved upon, every year.	.482	**.640**	**.017**	1.124
The organization encourages and support self-learning an education by its managers.	.631	.541	.902	-3.122
People participate in determining their training and know the skills they must acquire.	.748	**.878**	**.032**	1.122

* Significant at 0.05 Level of significance

On perusal of the table 11 related to training and development, the above five factors were taken into consideration for the retention of employees on the five point scale out of which the factors having significant values were the employees helped to upgrade their technical knowledge and skills through training, various methods were used to help employees learn and implement creative ideas, their organizations training programs were evaluated and improved upon, every year and people participated in determining their training and knew the skills they must acquire and in the factor that organization encourages and support self-learning education by its managers. Therefore, the means were measured separately for all the significant factors and it had been found that the value of mean of the employees having tenure 11 & above was greater than 0 - 10. This implied that the employees with tenure 11 & above agreed to the respective statements.

Table 12: Monetory Factors 2

PARAMETER	0-10 (MEAN)	11 & above (MEAN)	Sig (2-TAILED)	t-VALUE
Salary is an important factor for retention.	.853	.803	.271	-.742
The grant of retention bonus affects employee tenure in the organization.	.465	.476	.760	-1.720
Timely allowances motivates in retaining employees.	.626	.702	.749	.204
Presence of cafeteria benefit aids in employee retention.	**.830**	.743	**.046**	-.163

* Significant at 0.05 Level of significance

On perusal of the table 12 related to monetary factors, the above four factors were taken into consideration for the retention of employees on the five point scale out of which the only factor having significant values was the presence of cafeteria benefit aided in employee retention. Therefore, the means were measured separately for all the significant factors and it had been found that the value of mean of the employees having tenure 0 – 10 was greater than 11 & above. This implied that the employees with tenure 0 - 10 agreed to the respective statement.

Table 13: Non - Monetory Factors 2

PARAMETER	0-10 (MEAN)	11 & above (MEAN)	Sig (2-TAILED)	t-VALUE
Frequent job rotation promotes employee retention.	.506	.623	.254	-.049
Continuous training enhances employee retention.	.714	.691	.233	1.048
Awards and rewards leads in retaining employees.	.661	.598	.408	.108
Employee attitude surveys help the organization in retaining employees.	.903	.904	.681	2.030

* Significant at 0.05 Level of significance

Table 13 related to the non-monetary factors depicted that all the above factors measured on the five point scale had the insignificant values and therefore were followed equally in both the banks irrespective of their tenure in the organization.

CONCLUSION

On the basis of the bank and branch

PUNJAB NATIONAL BANK

In the performance appraisal, the factor related to the presence of mechanisms that helped employees develop their potential for the next rung of jobs was more prominent (p-value = .013 < 0.05).

BANK OF INDIA

- ✓ The factor related to the organizational culture that organization members were more committed to the growth and development of their organization was prominent (p-value = .000 < 0.05).
- ✓ The factors related to monetary factors that grant of retention bonus affects the tenure of employees in the organization were more prominent (p-value = .002 < 0.05).

All the other factors taken into consideration for the retention of the employees in the organization were followed equally in both the banks.

On the basis of the tenure of employees in their current organization

11 YEARS & ABOVE

In job satisfaction, the factor related to the abilities and skills were utilized in the optimum manner in the organization (p-value = .007 < 0.05).

The various factors related to the training and development of the employees for example,

- ✓ employees are helped to upgrade their technical knowledge and skills through training, various methods were used to help employees learn and implement creative ideas (p-value = .033 < 0.05),
- ✓ organizations training programs were evaluated and improved upon every year (p-value = .017 < 0.05),
- ✓ People participated in determining their training and know the skills they must acquire were mostly satisfying in their current organizations (p-value = .032 < 0.05).

0 – 10 YEARS

In monetary factors the presence of the cafeteria benefits aided in the retention of employees in their current organization (p-value = .046 < 0.05).

The other factors were similar in all aspects in the employees irrespective of their tenure in the current organizations.

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