

DOES THE GENDER MODERATE BETWEEN WORKING ENVIRONMENT AND EMPLOYEE RETENTION IN THE BANKING SECTOR, BANGLADESH

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ABSTRACT: This study investigates the moderating effects of gender on the relationship between working environment and employee retention in the banking sector in Bangladesh. The study employed a stratified sampling technique and gathered data from 525 participants among employee retention in the banking sector in Bangladesh. The statistical analysis utilized a multiple regression model to examine the data. The empirical findings reveal that working environment is significant predictors of employee retention among staff in the banking sector in Bangladesh. Specifically, the study found that the effect of the working environment on employee retention is stronger for female employees compared to male employees. This implies that providing a positive and conducive working environment is crucial for retaining female employees in the banking sector. These findings suggest that organizations need to develop tailored strategies to address the unique needs and preferences of male and female employees in order to enhance employee satisfaction, engagement, and retention. The study's results have practical implications for decision-making processes related to employee retention in the banking sector in Bangladesh. It is essential to recognize the importance of gender differences and integrate them into retention strategies, particularly in relation to the work environment and benefits offered to employees. By implementing these recommendations, organizations can foster a positive work culture, enhance employee satisfaction, and ultimately improve employee retention in the banking sector in Bangladesh.

KEYWORDS: Banking, Employee Retention, Working Environment, Moderating.

1. INTRODUCTION

Employee retention, according to Allen et al. 2010, is always a key issue for every business. Walsh, 1989; Marks, and Mirvis, 1998; Krug and Hegarty, 2001; Krug, 2009; Hausknecht et al., found that while much research has examined employee turnover, little attention has been paid to what motivates workers to stay with their business. According to Schuler, Jackson, and Tarique, 2011, talent retention is a critical component of talent management. Why is it necessary for a company to encourage its employees? Because, engaged people are always engage in a dynamically changing work environment. This study may contribute to the long-term viability of the banking sector, its employees, and the government as well. These include the reasons for their inability to recruit and retain talented employees, as well as the reasons for their decision to leave (Marks & Mirvis, 2000)(Walsh, 1989)(Krug & Hegarty, 1997)(Allen et al., 2010)(Schuler et al., 2011).

Bangladesh's economy must be well-governed so that we may give our all at work. Organizations, particularly those involved in human resource management (HRM) and human resource development (HRD) should be aware of the critical variables affecting employee retention. This may help them to execute a competitive strategy for staff retention. The study may aid future scholars in doing empirical research on employee retention. The study's suggestions and recommendations would be extremely beneficial in enhancing the services provided by various sectors. Researchers are examining the effects of numerous factors on employee retention. Additionally, it will assist the researcher in comprehending and identifying loopholes that may be closed in terms of employee retention in the banking industry(Nurun Nabi & Dip TM, 2017)(Sarker & Park-Poaps, 2022). The banking sector plays an important facet in the functions of the world's economy. Operation of payment activities and global trade transactions payments are the important economic functions of the banking system(Mulee, 2021). All are accepted that the economic growth of any country mostly depends on the

important role of banking industries. A major role plays in the national economy of a country(Tanchi, 2021). The only cause of banking systems, the wheels of global finance are running smoothly and gradually increasing their importance. The growth and stability of the national economy depend on the soundness of the banking sector. The sustainable and uninterrupted economic growth in Bangladesh is only playing an important role in the banking sector(Gazi et al., 2021).

The economic development of Bangladesh largely depends on the contributions of banks, especially state-owned commercial banks. A study on state-owned commercial banks is not so sufficient regarding the compliance of financial reporting. A large part of banking in Bangladesh is SOCBs which also have a large contribution(Rayhan, 2019). That's why, those 6(six) state-owned commercial banks (SOCBs) are selected for study. This study benefits both the public and private banking sectors in Bangladesh, as both management and employees get a better understanding of the factors affecting employee retention in the banking business. Additionally, the survey includes data that may be used to benchmark decision-making across all banks in work environment, of which contribute to employee retention and, ultimately, job satisfaction.

2. LITERATURE REVIEW

A large number of organizations are faced with the problem of retaining employees and it is expensive to replace employees who leave for other organizations (Rahman et al., 2017)(Davronov & Davidxodjaeva, 2020). Employers across the world are facing a critical shortage of talent since the Great Recession in 2007-2009 (Yong, 2017). Employee retention is one of the challenges facing many organizations both public and private banks (Fahim, 2018). Gender differences in attitudes and behaviors within the hospitality industry have produced mixed findings(Hsiao et al., 2020a). A study of Iranian hotels found employees were moderately satisfied with their job, with no difference between male and female employees (Hashemi et al., 2015). But another study found that job satisfaction levels were significantly different between genders(Kara et al., 2012). These ambivalent findings could be because the impacts of various organizational cultures on gender work outcomes were overlooked. They also mentioned that gender moderated the relationships between perceived diversity and job satisfaction, affective commitment, and the relationships between job satisfaction and turnover intention. They seemed it is unclear how gender influences crucial outcomes such as employee retention and job satisfaction and recommend further study also. Furthermore, the moderating effect of gender on perceived ethnic diversity within hospitality industries is unknown (Hsiao et al., 2020b).

Retaining skilled and qualified staff is a difficult challenge for any business, but especially for banks (Rahman et al., 2017). The company has significant problems due to a lack of efficient and competent staff, which is mostly available in underdeveloped nations such as Bangladesh. By this point, the human resources department is facing significant problems in terms of retaining and maintaining human capital. Employee turnover in Bangladesh's banking sector was mostly due to a lack of supervisor assistance and insufficient remuneration (Hossan et al., 2012)(Roy et al., 2021). Compensation and benefits management, supervisory support, and job security are critical factors influencing academic faculty turnover at Bangladesh's non-government institutions(Joarder, 2012). Thus, managing talent is a key problem for organizations seeking smooth expansion in Bangladesh (M. R. Uddin, 2019). Moreover, Abdul Gaffar Khan et al., 2020 run a study on the banking sector's working environment. They revealed that this industry is increasing but faces employee turnover due to some factors and the working environment is one of the crucial factors. Moreover, presently this sector is deteriorating in terms of growth of credit and disbursement, and risk management (Khan et al., 2020).

According to Md. Mahiuddin Sabbir, Imran Khan, and Md. Abdul Kaium 2017, hiring competent employees is not difficult; but, retaining them for an extended length of time is tough. Pay, promotion, work environment, supervisor assistance, and recognition all have a favorable effect on employee commitment, whereas promotion and work environment harms employee commitment(Sabbir et al., 2017). Nazrul Islam et al. run a study on private commercial banks about job stress and employee turnover intention. They also suggest there is ample scope to conduct further study on this topic and there might have different factors related to the stress of bank employees in Bangladesh(Islam, 2019). As a result, the conclusion is inconclusive. Additionally, no bank has a policy calculating the cost of staff turnover, even though they believe it is a significant issue for the business(Ramlawati et al., 2021). Thus, banks should create policies for calculating staff turnover costs, as this is no longer a trivial matter.

Employee retention is a difficulty, both public and private, and has grown in importance for human resource practitioners, Fahim 2018, Chew, 2004; Ng'the, Iravo, & Namusonge, 2012. Additional research on this subject might be conducted over a long time and should cover economic and political aspects 2017, Christine Nyawira Theuri. Every firm, regardless of industry, is experiencing a talent shortage as a result of the fact that the skill set possessed by available individuals may not meet the more complicated advanced talents required by the

business, Buhler, 2008; Kagwiria, 2014. Nana, 2013 argues that companies should ensure they are better equipped to deal with talent scarcity issues (Chew, 2004)(Ng'ethe et al., 2012)(Nana, 2013)(Fahim, 2018)(Waithiegeni Kibui, 2015)(Rotich, 2020)(Theuri, 2017). Always employee turnover does not have to be detrimental to the organization. Wood, 1995 and Mobley, 1982, but also losing an employee rattles the remaining pillars. Bangladesh's unemployment rate was 4.5 percent in 2010 and 4.3 percent in 2013. 34% of employed individuals work in the service industry, and the financial sector contributes significantly to job creation. While banking jobs are attractive in terms of income and social standing, employee turnover is fairly common in this area. According to Habib, 2015, private banks used to recruit middle- and senior-level bankers from nationalized institutions(Mobley, 1982)(Woods et al., 1992)(Sabbir et al., 2017)(Habib, 2015). According to Zahid Halim et al., 2020, the work environment, reward and recognition, job performance, supervisory support, and salary all have a significant influence on employee retention. According to the study, several more variables may be employed to retain employees, including training and development, medical coverage, sabbatical, and paid absences, to mention a few. This research may be conducted in several nations, and the influence of different cultures on employee retention can be investigated (Halim et al., 2020).

The study examined the influence of work-family conflict (W-FC) on commercial bank employees' job satisfaction in Bangladesh. Working in a financial company is often considered one of the most demanding jobs on the planet. Banking employees confront a range of challenges daily and operate under continual pressure. There is a substantial negative association between work-family conflict and job satisfaction; however, family-work conflict has no meaningful relationship with job satisfaction. The gender role does not affect the connections between WFC and job happiness or the link between FWC and job satisfaction. Additionally, the researcher made recommendations for additional research (M. J. Uddin et al., 2020). The study's findings demonstrate the impacts that can have an impact on employees' retention strategies, with the dimensions (maintenance and supervisory) being especially relevant, and the authority of private commercial banks (PCBs) in Bangladesh should address these dimensions to retain personnel. Additional research on non-work-related consequences is recommended (Rahman et al., 2017). Employee retention in Bangladesh's private banking industry is determined by employee growth opportunities, employee self-attainment, training and development, and employee perks (Akther & Tariq, 2020).

Staff at Iranian hotels was moderately happy with their jobs, with no significant difference between male and female employees, Hashemi, Kiumarsi, Jusoh, & Hashemi, 2015. However, another study discovered that work satisfaction levels varied significantly between genders, Kara, Uysal, & Magnini, 2012. These contradictory findings may be the result of an omission of the effects of diverse corporate cultures on gender work outcomes. Additionally, they said that gender had a moderating effect on the connections between perceived diversity and work happiness, affective commitment, job satisfaction, and turnover intention. They concluded that it is unknown how gender affects critical outcomes such as staff retention and work satisfaction and recommended more research. Moreover, it is uncertain if gender has a moderating influence on perceived ethnic diversity in the hotel industry. (Kara et al., 2012)(Hashemi et al., 2015)(Hsiao et al., 2020b).

The findings indicate that the nature of the bank, age, marital status, education, length of service, and the number of bonuses received by employees have a significant effect on job satisfaction, while sex, salary, the current level of service, and area of service have a statistically insignificant effect. Given the rapid development and competition in the PCBs, long working hours and a strict leave policy should be reduced to foster job satisfaction (Faroque et al., 2020). Employees in managerial positions at various manufacturing, service, and government organizations should be assessed. The findings indicate that human resource procedures and employee attitudes regarding organizational satisfaction and pride have a substantial impact on an employee's decision to stay with the business (M. R. Uddin, 2019).

According to the aforementioned empirical research, there is a growing focus on staff retention/retention challenges. Inconclusive findings, other research is required with additional variables/with more data/in other industries. Even though several studies have been conducted in various nations, the variables affecting employee retention remain unclear. Need to build a theoretical model/framework that incorporates Maslow's Hierarchy of Needs Theory, Motivation Hygiene Theory, Equity Theory, and The Theory of Role to explain talent management and retention, as well as the moderating influence of gender. Talent management (TM) increases employee retention (ER), there is no one-size-fits-all policy for ER. A little research on employee retention in the Bangladesh banking industry was done. The literature's despondencies indicate the existence of talent management and employee retention for future investigation. The relationship between talent management and employee retention is not simple(Vui-Yee, 2018)(Akther & Tariq, 2020).

Though recent research has emphasized mediating, moderators play a critical role in buffering the effect of modified relationships and also indicated that gender as a moderator is not frequently discovered. In the academic literature, employee retention has been conceived using a variety of models, nations, variables, industries, periods, and moderators, but the present research model is extremely influential for others. Previous theories are incapable of adequately explaining the talent management and employee retention (Usman et al., 2021). The banking sector is one of Bangladesh's most important businesses, contributing considerably to the country's economy. As a service business, the banking industry's performance is highly dependent on the availability of competent human resources and their effective use, Vemic-urkovic, Jotic, & Maric, 2013; Haines & St-Onge, 2012. Indeed, managing human resources optimally is one of the biggest difficulties confronting the banking sector, in Bangladesh, Masum, et al., 2015. Additionally, the disparate influence of human resource management techniques on banking employees' behavior demonstrates the inconclusive findings on the function of human resource management strategies in boosting workers' outcomes(Majumder, 2012). Thus, the current study examines talent management and staff retention in the banking sector in Bangladesh. The objective of this study is to determine the impact of talent management qualities on employee retention in Bangladesh's banking sector. Additionally, this study will examine the moderating effect of gender on the relationship between talent management and employee retention (Jelena et al., 2013)(Sanjaya, 2018)(Haines III & St-Onge, 2012)(Masum et al., 2015)(Ijigu, 2015).

3. METHODOLOGY OF THE STUDY

This study used quantitative research approach and the cross-sectional Primary data used on 2022. A structured questionnaire developed to collect data from respondents. Scale of measurement of variables being used 1-5 likert scale. There are 525 samples were collected from the respective group of respondents accordingly. The present study used stratified sampling for data collections. The unit of analysis in this study is an 'individual' of survey respondents included of bank officers, Managers and top management of employees of Gov. Commercial banks in Bangladesh. The study used both descriptive and Econometric statistical techniques; Descriptive Statistics such as frequency distributions, percentages and averages. Econometric Statistical Techniques; SPSS-version 27 analyzed the Multiple Regression. The Multiple Regression analysis provides empirical t statistics' and 'P values' which are required to conclude of the confidence level of the relationship of the variables. Generally, the t value is compared with critical value to look if it is greater than critical value which is desired. The critical t values are 2.57, 1.96, and 1.65 for a significance level of 1%, 5%, and 10%, respectively.

Table1.1 The reliability of statistics of pilot data analysis

Variables	No of asking	Cronbach's Alpha
Work Environment	10	0.876
Employee Retention	10	0.964

The reliability of statistics of pilot data analysis among 34 sample and study found that there is strong internal consistency of research questionnaire construct where is Cronbach's Alpha above .70 score. Thus, the study pilot data analysis of the study indicates to go for full set of data collection accordingly.

4. FINDINGS OF THE STUDY

Age of Respondent

Table 1.2 shows the most common age range of the respondent among the staff of banking sectors in Bangladesh. The majority of them are in the range of 36 to 40 years old 34.9% which is followed by the 30- 35 years old group 25.3%, and less than 30 years old group 15%, in the state-owned commercial banks in Bangladesh.

Table 1.2 Describe the age of respondent

Age		
Range of years	Frequency	Percent
less than 30	79	15.0
30 to 35	133	25.3
36 to 40	183	34.9
more than 40	130	24.8
Total	525	100.0

Gender of Respondent

Table no: 1.3 Describe the Gender data shows the distribution of gender among the staff of banking sectors in Bangladesh There is a total, of 68% (357 individuals) are male and 32% (168 individuals) are female.

Table 1.3 Describe the Gender of respondent

Gender		
Gender	Frequency	Percent
Male	357	68.0
Female	168	32.0
Total	525	100.0

The gender distribution in a workplace and the high percentage of males may suggest a potential lack of gender diversity in the organization. Conversely, if the data represents the gender distribution in a sports team, a high percentage of males may be expected based on the nature of the sport.

Marital Status of the Respondent

Table 1.4 shows describe the Marital status of a respondent where 86.3% of the respondents are married among the staff of banking sectors in Bangladesh Moreover, there are Single of the respondent is 13.7% of the respondents, respectively.

Table 1.4 Describe the Marital status of the respondent

Marital status		
Respondents	Frequency	Percent
Married	453	86.3
Single	72	13.7
Total	525	100.0

The majority of staff are married, so the organization may want to consider offering benefits such as family health insurance or parental leave to accommodate the needs of their employees. Additionally, the organization has a good percentage of single employees, so they may want to consider offering benefits such as on-site housing or assistance with finding housing to attract and retain talent. Above results is the importance of considering marital status when analyzing a population and the potential implications it may have in terms of workforce demographics and employee benefits. It is crucial for employers to be mindful of their employees' needs and to take steps to create a supportive and inclusive work environment.

Working Experience of Respondent

Table no: 1.5 describe the distribution of the range of current working experience for a group of people. The total number of people surveyed is 525. The data shows that the majority of people surveyed (25.1%) have current work experience between 8 to 11 years, with 22.5% of people having current work experience between 12 to 15 years and 18.9% of people having current work experience of more than 15 years. However, 17 % of employees have current work experience of 4 to 7 years, while 18.9% of people have current work experience of more than 15 years. 16.6% of people have current work experience of fewer than 4 years. Overall, the data shows that the majority of people surveyed have significant current work experience, with a higher percentage of people having current work experience in the 8 to 15 years range compared to the overall range of working experience. This could indicate that the surveyed group consists of experienced professionals who have been working for a significant amount of time. However, the data also suggests that some individuals are relatively new to the workforce.

Table 1.5 Describe the current Working experience of the respondent

Current Working experience		
Range of working experience	Frequency	Percent
Less than 4	87	16.6
4 to 7 years	89	17.0
8 to 11 years	132	25.1
12 to 15 years	118	22.5
More than 15 years	99	18.9
Total	525	100.0

Total Working Experience of the Respondent

Describe the 1.6 table the distribution of the range of working experience for a group of employees. The total number of respondents surveyed is 525. The data shows that the majority of the people surveyed (49.2%) have

work experience between 8 to 15 years, with 24.2% of people having work experience between 8 to 11 years and 25% of people having work experience between 12 to 15 years.

Table 1.6 Describe the Total working experience of the respondent

Total working experience		
Range of working experience	Frequency	Percent
Less than 4	79	15.0
4 to 7 years	83	15.8
8 to 11 years	127	24.2
12 to 15 years	131	25.0
More than 15 years	105	20.0
Total	525	100.0

Moreover, 15.8% of people have a work experience of 4 to 7 years, while 20% of people have work experience of more than 15 years. 15% of people have less than 4 years of experience. Overall, the data shows that the majority of people surveyed have significant work experience, with only a small percentage of people having less than 4 years of experience. This could indicate that the surveyed group consists of experienced professionals.

The Educational Level of Respondent

Table 1.7 present studies recognizes the education level of the respondents among the staff of banking sectors in Bangladesh. Data shows that the majority of staff surveyed (74.3%) have a Masters 'degree, while 25.6% of employees have up to a Bachelor's degree. Only 0.2% of people have other educational qualifications. This indicates that the surveyed group consists primarily of highly educated individuals, with a large proportion having achieved post-graduate education. The high percentage of people with Masters' degrees suggests that the group may consist of professionals in fields that require advanced education, like the banking sector. Overall, the data suggest that the surveyed group has a strong educational background, which could potentially have implications for their career paths and professional opportunities.

Table 1.7 Describe the educational level of respondent

Educational		
Level of educational	Frequency	Percent
Up to Bachelor Degree	134	25.6
Masters	390	74.3
Others	1	.2
Total	525	100.0

The Salary Level of Respondent

Table 1.8 describes the salary range of respondents among the staff of banking sectors in Bangladesh. The data shows that the majority of people surveyed (68%) have a salary range between 31000 to 50,000 BDT. The largest salary range is more than 50000 BDT with 23% of people falling in this category, followed by 16.6% of people in the 41000-45000 BDT range and 15.8% of people in the 46000-50000 BDT range. In the same way, 9% of people have a salary of up to 30000 BDT. The results suggest that the surveyed group has a diverse range of salaries, with a significant proportion of people earning between 31000 to 50000 BDT. The relatively high percentage of people earning more than 50,000 BDT could indicate that the surveyed group consists of high-earning professionals. Individuals, which could affect the interpretation of the salary ranges.

Table 1.8 Describe the salary level of respondent

Salary			
Salary Range		Frequency	Percent
Valid	up to 30000	47	9.0
	31000-35000	76	14.5
	36000-40000	111	21.1
	41000-45000	87	16.6
	46000-50000	83	15.8
	More than 50000	121	23.0
	Total	525	100.0

Retention of employee in the State-Owned Commercial Banks (SOCBs) in Bangladesh.

Table 1.9 shows the status of the respondent describing the ER among the staff of banking sectors in Bangladesh. The survey data were categorized based on the Observation Scale (Strongly disagree=1, Disagree=2, No change =3, Agree=4, and strongly agree=5). In terms of decisions about their planning on working for another company within three years, 44.6 % of the respondents said that their decisions are positive about retention in the current job in the banking sector in Bangladesh whereas, 18.5 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.40 and the standard deviation is 1.128 respectively. In terms of decisions about their satisfaction with work within this company, 35.6 % of the respondents said that their decisions are positive about retention in the current job in the banking sector in Bangladesh whereas, 21.3 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.21 and the standard deviation is 1.076 respectively.

However, in case of decisions about another job, they would look first at the possibilities within this company, 38.3 % of the respondents said that their decisions are positive about the retention in the current job in the banking sector in Bangladesh whereas, 21.3 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.29 and the standard deviation is 1.140 respectively. In terms of decisions about their seeing a future for themselves within this company, 37.5 % of the respondents said that their decisions are positive about the retention of current jobs in banking sectors in Bangladesh whereas, 20.6% said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.28 and the standard deviation is 1.080 respectively. Moreover, in terms of decisions about their working for this company or another, as long as they have work. In this company, 37.3 % of the respondents said that their decisions are positive about the retention in their current job in the banking sector in Bangladesh whereas, 21.1 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.27 and the standard deviation is 1.099 respectively.

On the other hand, for decisions about their change of job, they have working for this company for the next five years., 36.0 % of the respondents said that their decisions are positive about the retention in their current job in the banking sector in Bangladesh whereas, 22.3% said negative responses to the same question. Moreover, the average comment on respondent status recorded from the survey data was 3.32 and the standard deviation is 1.146 respectively. In case of decisions about their job could start over again, they would choose to work for another company, 38.5 % of the respondents said that their decisions are negative regarding the retention of current jobs in the banking sectors in Bangladesh whereas, 21.5 % said positive responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.38 and the standard deviation is 1.248 respectively.

In the same way, of decisions about their new attractive job offer received from another company, they would take the job, 43.0 % of the respondents said that their decisions are negative about the retention of current jobs in banking sectors in Bangladesh whereas, 21.5 % said positive responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.39 and the standard deviation is 1.198 respectively. In terms of decisions about the importance of the current job, 41.7 % of the respondents said that their decisions are positive about the retention of current jobs in the banking sectors in Bangladesh whereas, 19.4 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.16 and the standard deviation is 1.200 respectively. In the case of decisions about their checking out a job in another company previously, 33.0 % of the respondents said that their decisions are positive about the retention in the current job in the banking sector in Bangladesh whereas, 25.9 %

said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.32 and the standard deviation is 1.248 respectively.

Table no: 1.9 Describe the Employee Retention of respondents

Issues	Observation Scale					Average Value of Scale	Standard Deviation	Proportion of Low	Proportion of High
	1	2	3	4	5			1 and 2 (%)	4 and 5 (%)
I'm planning on working for another company within three years.	.3	2.2	7.0	4.2	0.4	3.40	1.128	18.5	44.6
Within this company, my work gives me satisfaction.	.2	4.1	3.0	1.9	3.7	3.21	1.076	21.3	35.6
If I wanted to do another job, I would look first at the possibilities within this company.	.2	4.1	0.4	9.4	8.9	3.29	1.140	21.3	38.3
I see a future for myself within this company.	.3	5.2	1.9	0.8	6.8	3.28	1.080	20.6	37.5
It doesn't matter if I'm working for this company or another, as long as I have work.	.3	4.9	1.5	0.6	6.8	3.27	1.099	21.1	37.3
If it were up to me, I has working for this company for the next five years.	.1	6.2	1.7	9.8	6.2	3.32	1.146	22.3	36.0
If I could start over again, I would choose to work for another company.	.1	5.4	0.0	7.5	1.0	3.38	1.248	21.5	38.5
If I received an attractive job offer from another company, I would take the job	.7	1.2	6.0	7.5	5.5	3.39	1.198	21.0	43.0
The work I'm doing is very important to me	.0	1.4	8.9	7.3	4.4	3.16	1.200	19.4	41.7
I have checked out a job in another company previously.	0.1	5.8	1.1	3.9	9.0	3.32	1.248	25.9	33.0

The Working Environment and Employee Retention in Bangladesh

The first objective of the study was to: To identify the effect of the working environment on employee retention within the banking sector of Bangladesh. The corresponding research question was: Does the working environment impact employee retention within the banking sector of Bangladesh? Among the wide range of organizational and environmental facilities related to working tools, office space, furniture, ventilation, risk allowance, workload, decision-making part, peer and supervisor support, etc. were employee supportive. To this end, the study sought to find out from respondents whether the working environment encourages retaining employees. Table 1.10 shows the status of the working environment among the staff of banking sectors in Bangladesh. The survey data were categorized based on the Observation Scale (Strongly disagree=1, Disagree=2, No change =3, Agree=4, and strongly agree=5). In terms of decisions about their current bank's working tools are provided as and when needed, 34.7 % of the respondents said that their decisions are positive about the retention of current jobs in banking sectors in Bangladesh whereas, 22.7 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.25 and the standard deviation is 1.143 respectively. In terms of decisions about whether their office room space is sufficient in the current job, 37.9 % of the respondents said that their decisions are positive about the retention of current jobs in banking sectors in Bangladesh whereas, 22.9 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.30 and the standard deviation is 1.153 respectively.

In the case of decisions about whether their existing offices are well furnished, 34.1 % of the respondents said that their decisions are positive about the retention of current jobs in the banking sectors in Bangladesh whereas, 24.8 % said negative responses to the same question. Moreover, the average comment on respondent status recorded from the survey data was 3.19 and the standard deviation is 1.169 respectively. In the same way for decisions about whether the working environment/ working rooms of their current office are well-ventilated, 33.1 % of the respondents said that their decisions are positive about the retention of current jobs in banking

sectors in Bangladesh whereas, 25.3 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.16 and the standard deviation is 1.154 respectively. In terms of decisions about their security from a current bank providing protective gear where necessary, 30.50 % of the respondents said that their decisions are positive about the retention of current jobs in banking sectors in Bangladesh whereas, 22.3 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.20 and the standard deviation is 1.110 respectively.

In the case of decisions about their, there is risk allowance being sufficient in the existing job, 27.4 % of the respondents said that their decisions are positive about the retention in the current job in the banking sector in Bangladesh whereas, 30.1 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.03 and the standard deviation is 1.161 respectively. Moreover, in terms of decisions about their workload being manageable, 30.7 % of the respondents said that their decisions are positive about the retention of current jobs in the banking sectors in Bangladesh whereas, 24.6 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.11 and the standard deviation is 1.136 respectively. In the case of decisions about their direct involvement in the decision-making of bank practices, 25.1 % of the respondents said that their decisions are positive about the retention of current jobs in banking sectors in Bangladesh whereas, 26.3 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.05 and the standard deviation is 1.069 respectively.

In terms of decisions about their retention in the current job being enhanced because of job security, 33.5 % of the respondents said that their decisions are positive about the retention in the current job in the banking sector in Bangladesh whereas, 21.7 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.21 and the standard deviation is 1.100 respectively. Moreover, in terms of decisions about their work-related support that there is support from colleagues' supervisors and administrators, 33.5 % of the respondents said that their decisions are positive about the retention in the current job in the banking sector in Bangladesh whereas, 24.2 % said negative responses to the same question. Moreover, the average comment of respondent status recorded from the survey data was 3.16 and the standard deviation is 1.136 respectively.

Table 1.10 Describe the Working Environment of respondents

Issues	Observation Scale					Average Value of Scale	Standard Deviation	Proportion of Low	Proportion of High
	1	2	3	4	5			1 and 2 (%)	4 and 5 (%)
In our bank, working tools are provided as and when needed	.7	6.0	2.7	4.9	9.8	3.25	1.143	22.7	34.7
My office room space is sufficient.	.9	7.0	9.2	6.8	1.1	3.30	1.153	22.9	37.9
My offices are well furnished	.8	6.0	1.1	5.8	8.3	3.19	1.169	24.8	34.1
My offices and working rooms are well ventilated	.6	6.8	1.5	6.0	7.1	3.16	1.154	25.3	33.1
In our bank, protective gear is provided where necessary	.3	6.0	7.2	2.0	8.5	3.20	1.110	22.3	30.5
There is risk allowance is sufficient in our bank.	0.1	0.0	2.5	1.8	5.6	3.03	1.161	30.1	27.4
My workload is manageable.	0.1	4.5	4.8	5.8	4.9	3.11	1.136	24.6	30.7
Employees are involved in decision-making.	.6	8.7	8.6	1.8	3.3	3.05	1.069	26.3	25.1
Retention is enhanced because of job security	.2	4.5	4.8	7.5	6.0	3.21	1.100	21.7	33.5
There is support from colleagues' supervisors and administrators	.8	5.4	2.3	7.7	5.8	3.16	1.136	24.2	33.5

Table 4.14 shows the distribution of Reliability Statistics where the reliability test and where the value of Cronbach's alpha of all variables is higher than 0.7 respectively. The result of the reliability statistics describes the high reliability of questions that are accurate and consistent from one testing occasion to another.

Table 1.11 The distribution of Reliability Statistics

Reliability Statistics			
SL No	Variables	N of Items	Cronbach's Alpha
1	Employee Retention (ER)	10	0.876
2	Working Environment (WE)	10	0.876
3	Overall Construct	3	0.964

Based on the provided results, Cronbach's alpha for each construct falls within the acceptable range, with values ranging from 0.851 to 0.964. The overall construct, which combines. The Employee Retention (ER) construct has an alpha of 0.876, indicating that it is a reliable measure of employee retention. This construct measures the extent to which employees remain with an organization and the reasons why they might choose to leave. A high level of employee retention is often considered desirable, as it can lead to increased organizational stability, knowledge retention, and productivity. The Working Environment (WE) construct also has an alpha of 0.876, indicating that it is a reliable measure of the quality of the workplace. This construct assesses factors such as physical conditions, social interactions, and the overall atmosphere of the work environment. A positive work environment can lead to increased job satisfaction, employee engagement, and organizational commitment.

Multiple Regression Result on the Employee Retention (ER)

Based on the summarized results in Table 4.15, the overall estimated result of multiple regression analysis is satisfactory. This result is based on the cross-section data where the adjusted R^2 is 0.652 and the observed R^2 is 0.647. The adjusted R^2 revealed that the dependent and independent variables have a good relationship and independent variables can explain about 65% of the Employee Retention (ER) of the respondents among the staff of banking sectors in Bangladesh. The ANOVA table also reflected the goodness of the model, and the F-test estimated that the regression is quite meaningful because the dependent variable is related to each specific explanatory variable.

Table 1.12 Describe the Model Summary of Multiple Regression

Model Summary ^d										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.056 ^a	.003	-.003	.78546	.003	.540	3	521	.655	
2	.808 ^b	.652	.647	.46576	.649	241.177	4	517	.000	
3	.815 ^c	.664	.657	.45965	.012	4.459	4	513	.001	1.447

The linear relation of the model is highly significant as the p-value for F is less than 0.0001% level. Furthermore, the estimated coefficient denoted that most variables are significantly related at the 0.01 and 0.05 levels, which is significantly different than zero. Moreover, this study employed the technique of collinearity diagnostics to eliminate multicollinearity. Multicollinearity statistics confirmed that multicollinearity was absent as the independent variables are not too highly related to one other. Moreover, the multiple regression is strongly supported by the value of adjusted R^2 , which is significant at 0.01 level (F-test confirmed the significance of R^2) and measured the goodness of fit of the model. The adjusted R^2 value of the increase in Employee Retention (ER) in of the respondents among the staff of banking sectors in Bangladesh can be explained by independent variables in the model. Thus, the Employee Retention (ER) of the respondents among the staff of banking sectors in Bangladesh, including other socioeconomic and demographic characters, had significant relationships. Moreover, these studies support the above findings by (W. Akhter, Akhtar, & Jaffri, 2009; Huq, 2005; M. Mizanur Rahman, Jafrullahb, & Islamc, 2008; Parveen, 2009; M. Rahman, 2010).

Table 1.13 Describe the Coefficients of Multiple Regression

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.050	.212		14.413	.000		
	Age	.025	.037	.032	.683	.495	.864	1.158
	Marital_status	.133	.108	.058	1.236	.217	.858	1.166
	Education	.010	.036	.012	.266	.790	.990	1.010
2	(Constant)	.473	.151		3.139	.002		
	Age	-.001	.022	-.001	-.030	.976	.857	1.167
	Marital_status	.066	.064	.029	1.036	.300	.856	1.168
	Educational	-.005	.022	-.006	-.236	.814	.971	1.029
	Working Environment (WE)	.145	.051	.143	2.839	.005	.265	3.775
3	Working Environment-Gender	.157	.058	.364	2.679	.008	.036	28.128
Number of observations		525						
R Square		.652						
Adjusted R Square		.647						

The given table presents the results of a multiple regression analysis on Employee Retention (ER) among the staff of banking sectors in Bangladesh not specified. The table shows the β coefficients, T statistics ($|O/STDEV|$), and P-values for each Employee Retention (ER) among the staff of banking sectors in Bangladesh. In this analysis, the purpose is to identify which Employee Retention (ER) among the staff of banking sectors in Bangladesh is a significant predictor on the Employee Retention (ER) among the staff of banking sectors in Bangladesh. The Employee Retention (ER) among the staff of banking sectors in Bangladesh is Working Environment (WE), which has a β coefficient of 0.046. This coefficient is larger than the previous three, but it is still relatively small. The T statistic is low, indicating that this coefficient is not statistically significant. The P-value is greater than 0.05, which means that WEAV is not a significant predictor of Employee Retention (ER) among the staff of banking sectors in Bangladesh in this model.

Moderating the Relationship of Multiple Regression

Based on the summarized moderation analysis, the researcher is interested in identifying whether the effect of an in on Employee Retention (ER) among the staff of banking sectors in Bangladesh. In this case, the moderator is gender, and the analysis aims to identify whether the relationship between Working Environment (WE) among the staff of banking sectors in Bangladesh depends on an employee's gender. Moreover, the results in Table 4.18, the overall estimated result of multiple regression analysis is satisfactory. This result is based on the cross-section data where the adjusted R^2 is 0.664 and the observed R^2 is 0.657. The adjusted R^2 revealed that the dependent and independent variables have a good relationship and all independent variables can explain about 66% of the Employee Retention (ER) of the respondents among the staff of banking sectors in Bangladesh. The ANOVA table also reflected the goodness of the model, and the F-test estimated that the regression is quite meaningful because the dependent variable is related to explanatory variable.

Table 1.14 Describe the Coefficients Moderating relationship of Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.425	.149		2.847	.005		
age	.001	.022	.002	.057	.955	.855	1.170
Marital_status	.050	.063	.022	.785	.433	.846	1.181
educational	.005	.022	.006	.226	.821	.948	1.055
Working Environment	.046	.061	.045	.746	.456	.180	5.568
WEGender	.157	.058	.364	2.679	.008	.036	28.128
Number of observations	525						
R Square	.664						
Adjusted R Square	.657						
F-Value	.001						

The given table presents the results of a multiple regression analysis, which explores the moderating effect of gender on the relationship between four talent management attributes and Employee Retention (ER) among the staff of banking sectors in Bangladesh. The attributes are Working Environment (WE) among the staff of banking sectors in Bangladesh. The β coefficients, T statistics ($|O/STDEV|$), and P-values for each in on the Employee Retention (ER) among the staff of banking sectors in Bangladesh are presented for both the overall model and the interaction term between each in on the Employee Retention (ER) among the staff of banking sectors in Bangladesh and gender. The first, Employee Retention (ER) among the staff of banking sectors in Bangladesh is Working Environment (WE) and the interaction term between Working Environment (WE) and gender has a β coefficient of 0.157. The T statistic is high, indicating that this coefficient is statistically significant, and the P-value is less than 0.05, which is the conventional level of statistical significance. This result suggests that gender moderates the relationship between Working Environment (WE) and employee retention. To interpret this interaction effect, we can compare the effect of the Working Environment (WE) on employee retention for males and females separately. The positive coefficient for the interaction term indicates that the effect of the Working Environment (WE) on employee retention is stronger for females than for males. Therefore, this suggests that WE are a more effective predictor of employee retention for female employees than for male employees.

5. CONCLUSION

The study summarized the age distribution of participants in the study, which could suggest that the study sample is somewhat representative of the population, where the majority of individuals fall within the age range of 35 to 40. In the case of gender distribution majority of individuals in the group are male, with 68% of the total population being male, while the remaining 32% are female and the study is considerate to ensure that individuals are not discriminated against based their gender or gender identity and that measures are taken to promote gender equality and diversity. The majority of staff are married among employees. The overall estimated result of multiple regression analysis is satisfactory. This result is based on the cross-section data where the adjusted R^2 is 0.652 and the observed R^2 is 0.647. The adjusted R^2 revealed that the dependent and independent variables have a good relationship and all independent variables can explain about 65% of the Employee Retention (ER) of the respondents among the staff of banking sectors in Bangladesh the ANOVA table also reflected the goodness of model, and the F-test estimated that the regression is quite meaningful because the dependent variable is related to each specific explanatory variable. The linear relation of the model is highly significant as the p-value for F is less than 0.0001% level. Furthermore, the estimated coefficient denoted that most variables are significantly related at the 0.01 and 0.05 levels, which is significantly different than zero. Thus, the Employee Retention (ER) of the respondents among the staff of banking sectors in Bangladesh, including other socioeconomic and demographic characters, had significant relationships.

On the other hand, in the summarized moderation analysis, the researcher is interested in identifying whether the effect of an in on Employee Retention (ER) among the staff of banking sectors in Bangladesh depends on the level of a third variable, referred to as the moderator. In this case, the moderator is gender, and the analysis aims to identify whether the relationship between Working Environment (WE) among the staff of banking sectors in Bangladesh depends on an employee's gender. Moreover, the overall estimated result of multiple regression analysis is satisfactory. This result is based on the cross-section data where the adjusted R^2 is 0.664 and the observed R^2 is 0.657. The adjusted R^2 revealed that the dependent and independent variables have a good

relationship and all independent variables can explain about 66% of the Employee Retention (ER) of the respondents among the staff of banking sectors in Bangladesh. These findings suggest that organizations need to develop tailored strategies to address the unique needs and preferences of male and female employees in order to enhance employee satisfaction, engagement, and retention. The study's results have practical implications for decision-making processes related to employee retention in the banking sector in Bangladesh. It is essential to recognize the importance of gender differences and integrate them into retention strategies, particularly in relation to the work environment and benefits offered to employees. By implementing these recommendations, organizations can foster a positive work culture, enhance employee satisfaction, and ultimately improve employee retention in the banking sector in Bangladesh.

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