International Journal of Business Analytics and Intelligence
6 (1) 2018, 14-24
http://publishingindia.com/ijbai/

# A Study on the Impact of Employee Engagement and Organizational Commitment on Talent Retention: A Structural Equation Modeling Approach

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**Abstract**

This paper aims at devising a structural equation model on employee engagement, organizational commitment, and talent retention in new generation private sector banks. The study analyses the relationship between the talent-management crunch which the banks are facing and the strategies that are devised in order to hold on to their talent. This article aims to review and discuss existing talent-management practices in new generation private sector banks and the strategies adopted by them through which, they retain their indispensable talent. Thus, this study aims to devise a structural equation model to ensure winning and retaining the talent. For this purpose, a conceptual framework is formulated and tested with a sample of 500 employees working with private sector banks. The results reveal that employee engagement and organizational commitment positively lead to talent retention.

**Keywords:** Employee Engagement, Human Capital, Impending Gap, Organizational Commitment, Talent Management

## Introduction

Employees are said to be the assets of an organization. Research tells us that great talents outdo normal ones in many ways, including greater productivity, lower employee turnover, better client services, and greater employee morale and motivation. Given the probable talent crunch in the forthcoming years in the banking sector as employees are promoted faster to higher roles, the challenge lies in finding requisite talent and retaining them. Banks do not escape this reality and in fact, face some thoughtful and unique challenges in finding potential talent. This paper aims at identifying the strategies devised by banks to retain talent. It explores to understand the link between talent retention and employee engagement.

## Theoretical Background and Literature Survey

Given the industry's significant financial crisis, most of the banks anticipate increased turnover of managers (Hymowitz, Carol 2008). The limited strength that exists in most of the banks, coupled with fast-tracked career growth, intensifies this impending gap. Banking sector is not the only industry confronting talent crunch challenges; yet, its challenges are unique and expected to amplify sooner than they do in other sectors (Brousseau, Kenneth R., Driver, Michael J., Hourihan, Gary & Larsson, Rikard 2006). Strategic talent management is a part of 21st century's essential changes as well as a complement to establishment of change in the organizations (Grossman R.J 2007). Talent management is the foundation for success in this economy . There are several reasons as to why recognizing, developing, and retaining talent is becoming more popular within organizations.

"To meet the challenge, companies must rethink how they hire, train and reward and retain their employees" (Ready, D. A., & Conger, J. A. 2007). Employee engagement is considered to be the most powerful and effective HR practice that facilitates to make greatest contribution by the people who are capable of creating added value in product and service which is rare and

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inimitable. It enhances job involvement, job satisfaction, career satisfaction, and organizational commitment (Noorliza, K. and Hansom. 2006). Employee engagement is considered a prime priority for senior executives. In this current and challenging globalized economy, business leaders need high-performing workforce for growth and survival. They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance and thus enables employees to be committed to the organization (Harward Business school publishing, 2013). There is clear evidence to suggest what employees look for in their work is a mixture of both tangible and intangible elements that creates a stimulating environment where their contribution is recognized and suitably rewarded (Kaul, V. M., 2011). Organizational commitment is said to be the force that binds an employee's course of action to achieve one or more targets (Cohen, 2003 Liu, Y; Cohen, 2010). According to Athey R., (2004), "individuals need greater elasticity in their career paths, and organizations need greater elasticity from employees". Finally, as a current trend, individuals are less-focused on short-term rewards and taking a long-term view of their career development. Hence, they are choosy about their organization. Thus, organizations have started converging on talent-management issues and focus on providing a successful career path to its employees. Thus, key to the realization of the banks generally rests on the efficacious application of talent-retention strategies.

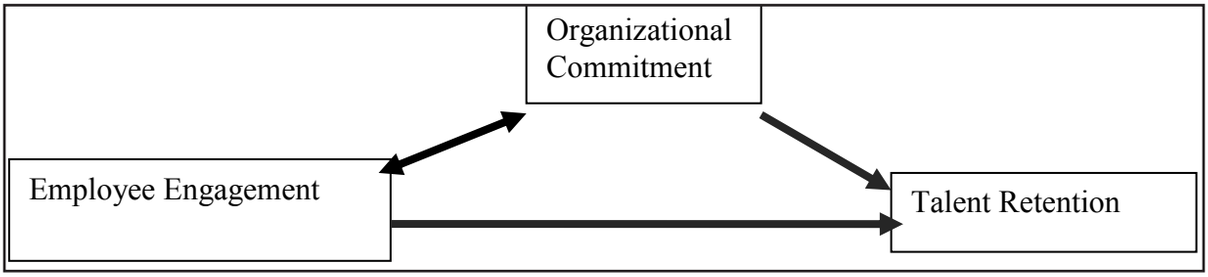


**Fig. 1: Conceptual Framework**

## Conceptual Model and Hypotheses Development

The conceptual model of the research is developed based on the literature survey in which two main constructs and their components are integrated together as shown in Fig. 1. Each path between the constructs and the components represents the hypothetical relationship to be verified using structural equation model.

## Research Methodology

Primary data were collected for the purpose of the research needs and secondary data are also used.

## Research Instrument

The survey method of data was implemented to gather the primary data. The structured questionnaire was adopted to accumulate the primary data from the sample of 500 employees working in private sector banks located at Chennai city.

## Sampling Details

The sample for this study includes 500 managers working with private sector banks from the city of Chennai. Convenience method of sampling was employed for selecting the respondents for the study. The population of the study included assistant managers, managers, and senior managers working in private sector bank branches in Chennai.

## Statistical Tools

*t*-Test for independent samples and structural equation model were used. The independent samples' *t*-test was used to analyse if there is any significant difference between the gender of the employees towards the perception of engagement, organizational commitment, and talent retention; whereas, structural equation modeling (SEM) was used to explore the relationship between the components of engagement, organizational commitment, and talent retention. Three types of analyses for scale development were used namely, exploratory factor

analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM). Firstly, exploratory factor analysis was used to identify the number of factors. Secondly, confirmatory factor analysis was used to validate the emergent factor structure through EFA. CFA deals with measurement models on the relationship between latent variable and observed measure. And lastly, structural equation modeling technique was used, a statistical methodology that requires a confirmatory approach (hypothesis testing) to analyse a structural theory. In EFA, KMO, and Bartlett's test, communalities, total variance explained, rotation component matrix was used for talent retention strategies, organizational commitment, and employee retention construct. In CFA, measurement model was used as a confirmatory tool for testing the measurement theory. CFA resulted in three-factor model for employee engagement, four-factor model for organizational commitment, and three-factor model for talent retention were used. Second-order structural equation modeling was used to test the hypothesis. In SEM, three constructs and 10 factors were used to run the model.

## Findings

The results provide valuable insights into the engagement, organizational commitment, and employee retention. It highlights the methods managers use to handle talent issues.

**Table 1: Demographic Details**

| *Personal and Occupational profile Variables* | *Respondents Details* | *Number of Respondents* | *Percentage of Respondents* |
|---|---|---|---|
| Age | 21-30 | 190 | 38 |
| | 31-40 | 130 | 26 |
| | 41-50 | 95 | 19 |
| | Above 50 | 85 | 17 |
| Total | | 500 | 100 |
| Gender | Male | 280 | 56 |
| | Female | 220 | 44 |
| Total | | 500 | 100 |
| Educational Background | Post graduates | 175 | 35 |
| | Graduates | 200 | 40 |
| | Professional qualified | 125 | 25 |
| Total | | 500 | 100 |
| Designation | Senior Managers | 150 | 30 |
| | Managers | 140 | 28 |
| | Assistant Managers | 210 | 42 |
| Total | | 500 | 100 |
| No. of years of experience | 0-5 years | 100 | 20 |
| | 6-10 years | 110 | 22 |
| | 11-15 years | 125 | 25 |
| | 16-20 years | 75 | 15 |
| | Above 20 years | 90 | 18 |
| Total | | 500 | 100 |

- Age of the employees: 38% of the respondents were in the age group of 21-30 followed by 26% of respondents in the age group of 31-40, followed by 19% in the age group of 41-50 and 17% above 50 years of age.
- Educational background: 35% of the respondents were postgraduates, 40% of the respondents were professionally qualified, and 25% of the respondents were graduates.

- Gender: majority of respondents were male accounting for about 56% and female respondents accounted for 44%.
- Designation: 42% of the respondents were assistant managers, 28% of the respondents were managers, and 30% of the respondents were senior managers.
- Number of years of experience of the respondents: 18% of the respondents have above 20 years of experience, 15% of them have 16-20 years of experience, 25% of them have 11-15 years of experience, 22% of them have 6-10 years of experience, and 20% of them have less than five years of experience.

## Factor Analysis

Factor analysis is a tool of multivariate analysis that is based on the interrelationship between a set of variables. By applying factor analysis, numerous variables are analysed such that it can be explained in a single factor. Degroot, et al., (1982) states that factor analysis is used to reduce a number of variables into overall groups.

## Employee Engagement, Organizational Commitment, and Talent Retention Factors

Exploratory principal components analysis using a Varimax rotation was used to summarize the items into an underlying set of employee engagement, organizational commitment, and talent retention factors. All the factor loadings of 0.5 or above were identified in the factor matrix; (EFA) has been used to identify the various factors. Principal Component Analysis method is used and the following results are obtained:

**Table 2: Kaiser-Meyer-Olkin and Bartlett's Test**

| | | *Employee engagement* | *Organisational commitment* | *Talent retention* |
|---|---|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | .844 | .901 | .751 |
| Bartlett's Test of Sphericity | Approx.Chi-Square | 2351.390 | 2979.966 | 1322.75 |
| | Df | .105 | 105 | 45 |
| | Significance | .000 | .000 | .000 |

Source: Computed Data

(Kaiser H F.1970) Meyer-Olkin and Bartlett's Test of Sphericity provides information about the factorability of the data. As a measure of sampling adequacy, KMO is a test of the amount of variance within the data that could be explained by factors. The Kaiser-Meyer-Olkin Measure of sampling adequacy values are 0.844, 0.901, 0.751 as in Table 2 and Bartlett's Test of Sphericity with approximate Chi-Square values are 2351.390, 2979.966 and 1322.75, respectively. These values are statistically significant at 5% level. Therefore, it can be concluded that the sample size of the research is adequate for the factors and all the variables considered for the research.

## Employee Engagement Factors

It is found that 15 variables pertaining to employee engagement are reduced into three predominant factors with total variance of 51.262. These factors also possess individual variances, 22.230%, 15.138% and 13.893%. The Eigen values above 1 are noticed for the three factors. The variable loadings for each factor are measured using Rotated Component Matrix. The Rotated Component Matrix shows the 15 engagement practices used in banks operating in Chennai is extracted into three principal factors. These factors are explained below with the respective variables.

**Table 3: Factor Analysis of Employee Engagement: Variables and Factor Loadings**

| *F.no* | *Variable* | *Factor loading* | *Name given to the factor* |
|---|---|---|---|
| F1 | Open to New Ideas | .718 | Team drivers |
| | Makes employee development a priority | .712 | |
| | Cares about employees | .645 | |
| | Mutual trust amidst teams | .641 | |
| | Resolves conflict immediately | .617 | |
| | Members reach out and help each other | .557 | |
| | Provides job specific training | .525 | |

| F.no | Variable | Factor loading | Name given to the factor |
|---|---|---|---|
| F2 | Linking projects to personal development | .682 | Opportunity drivers |
| | Linking projects to career development | .660 | |
| | Prospect to work in new functional areas | .630 | |
| | Opportunity to work in new business units | .562 | |
| F3 | Provides future orientation | .768 | Organizational drivers |
| | Creates a culture of innovation | .566 | |
| | Motivates risk taking | .533 | |
| | Harnesses integrity and diversity | .501 | |

Source: Computed data

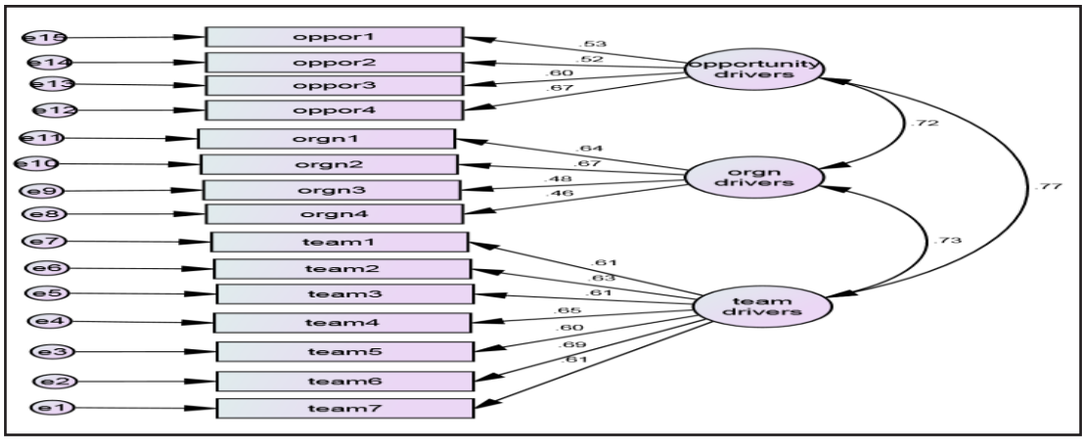


**Fig. 2: Employee Engagement CFA**

## Confirmatory Factor Analysis - The Driver of Employee Engagement

To test the validity of the scales, AMOS was used. The data were selected for assumptions of CFA. For the employee engagement scale, CFA results revealed that the three-factor model. Single-headed arrows represent linear dependents. Double-headed arrows reveal that opportunity has significant effect on organization, organization on team drivers. Thus, it can be concluded that employee engagement had three drivers namely, team drivers, opportunity drivers, and organizational drivers. The CFA provided a satisfactory fit to the data as indicated in Table 4. All estimated loadings like, GFI, AGFI, CFI, NFI, RMA, and RMSEA were significant.

**Table 4: Employee Engagement - Model Fit**

| Measure | Threshold |
|---|---|
| Chi-square/df (CMIN/DF) | 2.87 |
| P-value for the model | .000 |
| Goodness-of-Fit Statistic (GFI) | .908 |
| Adjusted Goodness-of-Fit Statistic (AGFI) | .953 |
| Comparative Fit Index (CFI) | .901 |
| Normed-Fit Index (NFI) | .961 |
| Tucker-Lewis index (TLI) | .942 |
| Incremental Fit Index (IFI) | .971 |
| Root Mean Square Residual (RMR) | .899 |
| Root Mean Square Error of Approximation (RMSEA | .907 |

## Organizational Commitment Factors

It is found that 15 variables pertaining to organizational commitment are reduced into four predominant factors with total variance of 63.264%. These factors also possess individual variances, 20.865%, 15.648%, 13.415%, and 13.337%. The Eigen values above 1 are noticed for the four factors. The variable loadings for each factor are measured using Rotated Component Matrix.

**Table 5: Factor Analysis of Organizational Commitment - Variables and Factor Loadings**

| *F.no* | *Variable* | *Factor loading* | *Name given to the factor* |
|---|---|---|---|
| F1 | I am extremely glad that I chose this organization<br>There is much to be gained by sticking with this organization<br>I find it easy to agree with this organization's policies<br>I really care for this organization.<br>For me this is the best of all organizations to work.<br>My values and the organization's values are very similar | .675<br>.669<br>.644<br>.625<br>.605<br>.587 | Trustworthy<br>commitment |
| F2 | I would accept any type of job to work for this organization<br>This organization really inspires the very best in me<br>I will not leave this organization | .830<br>.703<br>.660 | Passionate commitment |
| F3 | I project this organization positively to others<br>I am loyal to this organization. | .776<br>.715 | Contented Commitment |
| F4 | Working for this organization is a definite boon<br>I am proud to say that I belong to this organization | .781<br>.656 | Affirmative<br>commitment |

Source: Computed data

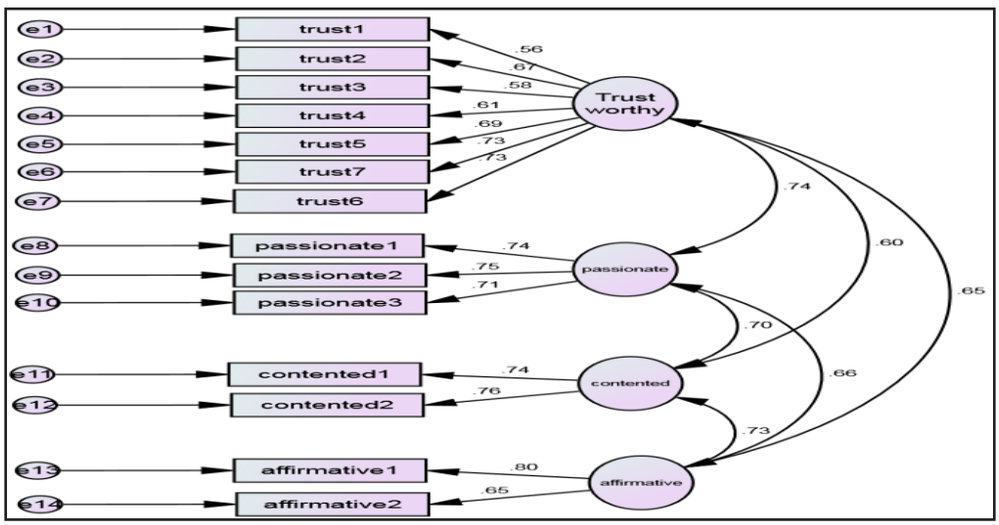


**Fig. 3: Organizational Commitment CFA**

## Confirmatory Factor Analysis - Organization Commitment Factors

The data were selected for assumptions of CFA. For the organizational commitment scale, CFA results revealed a four-factor model. Single-headed arrows represent linear dependents. Double-headed arrows reveal that trust has significant effect on passionate, passionate on contented, and contented on affirmativeness. The CFA provided a satisfactory fit to the data as indicated in Table 6.

**Table 6: Organization Commitment - Model Fit**

| *Measure* | *Threshold* |
|---|---|
| Chi-square/df (CMIN/DF) | 1.993 |
| P-value for the model | .000 |
| Goodness-of-Fit Statistic (GFI) | .956 |
| Adjusted Goodness-of-Fit Statistic (AGFI) | .934 |
| Comparative Fit Index (CFI) | .948 |
| Normed-Fit Index (NFI) | .986 |
| Tucker-Lewis index (TLI) | .978 |
| Incremental Fit Index (IFI) | .948 |
| Root Mean Square Residual (RMR) | .58 |
| Root Mean Square Error of Approximation (RMSEA | .65 |

## Employee Retention

It is found that 10 variables pertaining to employee retention are reduced into three predominant factors with total variance of 61.977. These factors also possess individual variances, 22.209%, 21.309%, and 18.459%. The Eigen values above 1 are noticed for the three factors. The variable loadings for each factor are measured using RCM. The RCM shows the 10 employee retention in banks operating in Chennai is extracted into three principal factors, namely intent to stay, career path, and work-life balance. These factors are explained below with the respective variables.

**Table 7: Factor Analysis of Employee Retention - Variables and Factor Loadings**

| *F.no* | *Variable* | *Factor loading* | *Name given to the factor* |
|---|---|---|---|
| F1 | I am happy with the work environment | .809 | Intent to stay |
| | Links performance to pay | .782 | |
| | Compensation in par with similar industries | .744 | |
| F2 | I have career progression at workplace | .760 | Provide career path |
| | Opportunity to revive a struggling business | .760 | |
| | Opportunity to work in a different country | .758 | |
| | Opportunity to work in new projects | .742 | |
| F3 | I am able to devote adequate time for personal life | .804 | Work life balance |
| | I am satisfied with work life balance. | .738 | |

Source: Computed data

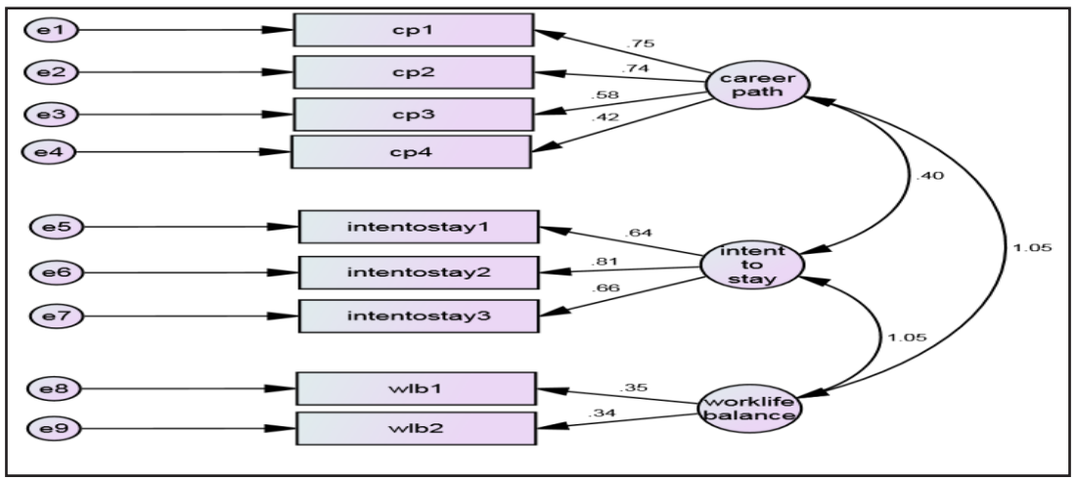


**Fig. 4: Talent Retention CFA**

## Confirmatory Factor Analysis - Talent Retention Factors

To test the validity of the scales AMOS was used. The data were selected for assumptions of CFA. The results revealed a three-factor model namely providing a career path, intent to stay, and work-life balance. Single-headed arrows represent linear dependents. The double-headed arrows connected in the path diagram reveal that career path has a significant effect on intent to stay and

intent to stay on work-life balance. The CFA provided a satisfactory fit to the data as indicated in Table 8. All estimated loadings like, GFI, AGFI, CFI, NFI, RMA, and RMSEA were significant

**Table 8: Talent Retention - Model Fit**

| *Measure* | *Threshold* |
|---|---|
| Chi-square/df (CMIN/DF) | 1.802 |
| P-value for the model | .000 |
| Goodness-of-Fit Statistic (GFI) | .962 |
| Adjusted Goodness-of-Fit Statistic (AGFI) | .950 |
| Comparative Fit Index (CFI) | .987 |
| Normed-Fit Index (NFI) | .925 |
| Tucker-Lewis index (TLI) | .947 |
| Incremental Fit Index (IFI) | .987 |
| Root Mean Square Residual (RMR) | .89 |
| Root Mean Square Error of Approximation (RMSEA | .78 |

## Hypotheses

$H_1$ Organizational commitment and employee engagement are positively related to talent retention.

### Structural Equation Modeling for Ascertaining the Impact of Organizational Commitment and Employee Engagement on Talent Retention

The effect of organizational commitment and engagement on talent retention among bank managers working in Chennai was tested using structural equation modeling approach. Structural equation modeling is an adept method of assessing the measurement error where it can be incorporated commonly in observed and latent variables. Therefore, the association among measured variables team work, organizational drivers, and opportunity drivers trustworthy passionate, contented, affirmative, and the latent variable namely talent retention were assimilated in structural equation modeling. Fig. 5 illustrates the SEM model based on the standardized regression coefficients.

The current research hypotheses have been delineated on the source of the model fit summary which sketched underneath and by means of research conducted on the effect of organizational commitment & employee engagement on talent retention, the subsequent hypotheses is projected:

$H_1$ Organizational commitment and employee engagement are positively related to talent retention.

Thus, it can be inferred from the above the coefficients of organizational commitment are 0.03 and that of employee engagement are 0.87 which signifies that with every increase in organizational commitment and employee engagement, the talent can be retained in banks.

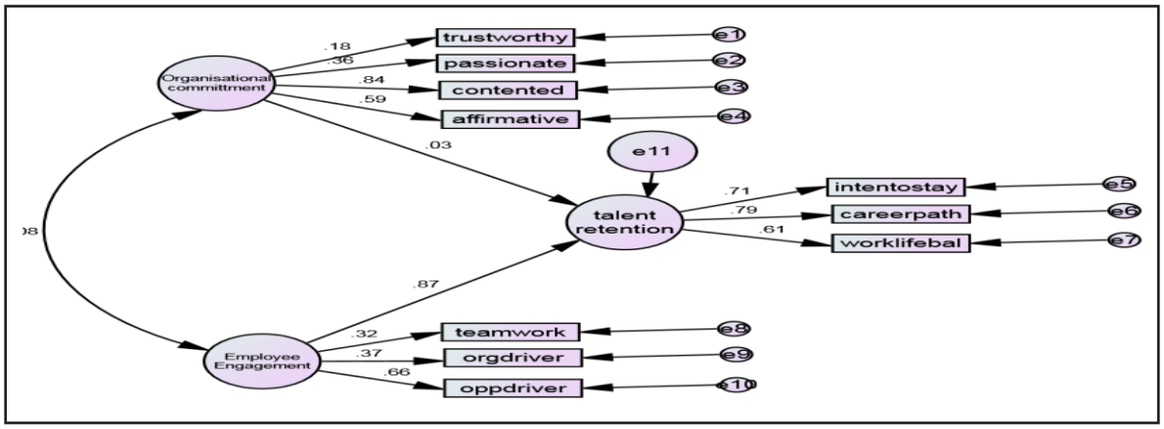


**Fig. 5: Conceptual Model**

**Table 9: Conceptual Model Fit**

| *Measure* | *Threshold* |
|---|---|
| Chi-square/df (CMIN/DF) | 1.91 |
| P-value for the model | .000 |
| Goodness-of-Fit Statistic (GFI) | .906 |
| Adjusted Goodness-of-Fit Statistic (AGFI) | .930 |
| Comparative Fit Index (CFI) | .901 |
| Normed-Fit Index (NFI) | .851 |
| Tucker-Lewis index (TLI) | .815 |
| Incremental Fit Index (IFI) | .901 |
| Root Mean Square Residual (RMR) | .58 |
| Root Mean Square Error of Approximation (RMSEA | .51 |

Table 9 shows the model fit summary of the research model. It is understood that the significance value of *p* is 1.91 which is superior to 0.05 which is a perfect fit. The goodness fit indeed and adjusted goodness fit index values are more than 0.90, which indicates it is an acceptable model fit. The value of comparative fit index is 0.90, which also represents a worthy fit to the model and the values of RMR and RMSEA are 0.58 and 0.51, respectively, which specific that it is also an acceptable model. Thus, the hypotheses, organizational commitment, and employee engagement is positively related to talent retention.

**Table 10: Structural Equation Model for Testing the Framework**

| *Constructs and measures* | *Standardized* | *Unstandardized* | *P- sig value* |
|---|---|---|---|
| Employee engagement - Employee retention | .87 | 2.36 | <0.001 |
| Organizational commitment - Employee retention | .03 | .12 | <0.001 |
| Organisational Commitment | | | |
| Organizational commitment - Trust | .18 | 1.00 | |
| Organizational commitment - Passionate | .36 | 2.00 | <0.001 |
| Organizational commitment - contented | .84 | 4.11 | <0.001 |
| Organizational commitment - affirmative | .59 | 3.46 | <0.001 |
| Employee engagement | | | |
| Employee engagement - team drivers | .32 | 1.00 | |
| Employee engagement - organizational driver | .37 | 1.10 | <0.001 |
| Employee engagement - opportunity drivers | .66 | 2.60 | <0.001 |
| Talent retention | | | |
| Talent retention - intent to stay | .71 | 1.00 | |
| Talent retention - Provide career path | .79 | 1.12 | <0.001 |
| Talent retention -work life balance | .61 | .91 | <0.001 |

Table 10 summarizes the effect of organizational commitment and engagement on talent retention with standardized and unstandardized estimates. It is observed that the unstandardized regression coefficient of employee engagement is 0.87 and organizational commitment is 0.03 which signifies the partial effect over talent retention by considering that the other variables are not having an influence over talent retention. The estimate denotes that talent retention will increase by 0.87 and 0.03 for every unit rise in employee engagement strategies and organizational commitment at the given level of significance.

The unstandardized coefficient value of contented is 4.11 which represents the effect of contented employees on organizational commitment. Similarly, people with a positive attitude towards the organization are said to exhibit more commitment towards their workplace.

The unstandardized coefficient value of opportunity driver is 2.60, which signifies the effect of opportunity drivers on

employee engagement. Likewise, organizational drivers also have a positive effect on employee engagement.

## Hypotheses Testing

The independent samples' *t*-test was used to analyse if there is any significant difference between gender of the employees towards the perception of talent retention, organizational commitment, and employee engagement.

### Hypotheses

There is no significant difference among male and female employees with respect to their perception towards talent retention, organizational commitment, and employee engagement.

Table 11 presents the results of the independent samples' *t*-test, which reveals that the significance values of team work, opportunity drivers, organizational drivers, career path, intent to stay, work-life balance, passionate, affirmative, contented, and trustworthy are less than 0.05%. Therefore, it is recognized that there is a significant difference between male and female employees with respect to their perception towards employee engagement, organizational commitment, and talent retention. It also exposes that female employees are more passionate, trustworthy, and have a greater intention to stay in comparison to their male counterparts.

**Table 11: *t*-test**

| *S.no* | *Name of the factor* | *Gender* | *Mean* | *t-value* | *p-value* |
|---|---|---|---|---|---|
| 1 | Team drivers | Male | 9.81 | 2.935 | 0.003* |
| | | Female | 8.49 | | |
| 2 | Organizational drivers | Male | 9.13 | 2.353 | 0.019* |
| | | Female | 8.15 | | |
| 3 | Opportunity drivers | Male | 9.83 | 3.402 | 0.001* |
| | | Female | 8.33 | | |
| 4 | Trustworthy | Male | 7.67 | 2.844 | 0.010* |
| | | Female | 8.62 | | |
| 5 | Passionate | Male | 8.76 | 2.457 | 0.016* |
| | | Female | 9.16 | | |
| 6 | Affirmative | Male | 7.48 | 3.173 | 0.002* |
| | | Female | 6.56 | | |
| 7 | Contented | Male | 8.01 | 3.201 | 0.001* |
| | | Female | 7.99 | | |
| 8 | Intent to stay | Male | 8.47 | 2.844 | 0.009* |
| | | Female | 9.41 | | |
| 9 | Providing a career path | Male | 9.22 | 2.444 | 0.015* |
| | | Female | 8.19 | | |
| 10 | Work life balance | Male | 7.58 | 3.168 | 0.002* |
| | | Female | 6.82 | | |

## Managerial Implications

Banks need to create an environment that talented people will want to stay in the organization. There are a number of "stay" factors, which appeal to an individual's wants and needs that provoke them to stay in an organization. Sound values, compelling vision, create exciting jobs that will stimulate, challenge, and stretch capable people. Moreover, banks need to ensure that the recruited talent is effectively coached, mentored, given feedback, and appropriately rewarded so that they are retained in the organization. Banks need to identify the gaps, and train and guide employees in order to make effective use of talent. Managers agreed that engaging employees, creating development roles, and providing a career path will enable the talent to grow and blossom. Brundage H, Koziel M (2010) highlighted the importance of talent

retention by saying that effective talent retention is a continuous process and it must be part of organizational culture. Thus, providing a career path will enable retaining the right talent.

## Conclusion

Successful organizations have one factor in common-getting the right talent nurtured, retained, and valued. Thus, it becomes evident for banks today to get to know that people are increasingly the prime assets of any organization. Private sector banks must not only focus in terms of having an excellent talent pool, but also in their ability to retain their best talent. Effectively engaging is the beginning of effective retention.

Matching tasks and talents is a great challenge. Talent management ensures that the existing employees in the organization are properly utilized (Cheloha, R., & Swain, J., 2005). Ensuring right person is assigned for right job at the right time is equally important (Kesler, G. C., 2002). Identifying the strategic positions and the turnover risks associated with these positions play a vital role on talent retention. Deliberated and integrated set of initiatives allow the employees to align themselves with the organizational goals and objectives. Banks have to strategize how best to utilize the people's talents by identifying areas for internal development that are necessary for ensuring future success. Thus, banks have to move away from simple administration to some objective-oriented approach for retaining key employees (Hussein M 2009). Thus, today organizations need to steer their energies to get a hold on to their talent. This can be done by devising excellent retention strategies such as:

- Providing career opportunities & assignments with diverse set of job responsibilities and
- Redesigning development programmes using latest technology and providing instant feedback.
- This will pave the way for engaging them experientially and providing them with a valued pay off.

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