

Causes of Employees turnover in banking sector of Pakistan

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Abstract: Purpose: Employee's turnover is considering very important elements in every country economy. The country of higher employee's turnover is live complex environment every time. This study aims to determine the factors which are created the high employee turnover. The job satisfaction, promotion, salary package, organization commitment, workload balance appreciation of work, employees training and development, organizational culture and workforce is very important factor in employee's turnover in Pakistan. This research provides complete guideline and directions how job satisfaction, promotion, salary package, organization commitment, workload balance and appreciation of work will affect the employee turnover. **Methodology:** Data was collected through interview only Narowal district banks of Pakistan. This study analyze that there is positive relationship between employee turnover and factors which affects them. Those banks which provide friendly environment, job satisfaction, fulfill their commitments, workload balance and promotion their employees is more satisfy them then those which do not fulfill these factors. **Findings:** The finding of the research is beneficial for the management of those banks in which employee are not satisfy and leave the jobs very soon when they are find a new one. Envivo software is used for discussion and analysis. **Limitation:** The limitation of the study is that we only focus the banks of district narowal and choose the data collection method is only for interview and due the busy management in those banks they have not in a position to answer me all of my question.

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Key words: job satisfaction, promotion, salary package, organization commitment, workload balance, appreciation of work, employees training and development, Organizational culture and workforce.

Introduction:

1.1: Statement of the problems:

Commercial Banks play a key role in the economy of a country. Government of Pakistan is facilitating the investors in every sector due to which lot of multinational banks have been encouraged to invest in banking sector. The new multinational banks no doubt created lot of employment opportunities for the Pakistani youth but it also raised the phenomenon of Employee Turnover. Turnover has become a major concern for organizations especially in banks with employee shortages and it has become a major issue to retain key employees due to competitive pressure. There is no doubt that retaining top talent is a high priority.

There is a trend to hire talented employees with professional skills in order to gain a competitive advantage in the market. This result in the rise in the pay packages of many companies as they are involve in hiring and retaining desirable employees. In the past few years this trend unstable the labor market, especially for industries such as marketing, advertising, banking, finance and software where the

skills are by and large transferable, from one work environment to another.

1.2: Purpose of the study:

The main purpose of the study is to investigate the variable which affect the employee turnover and on the other side to investigate the solutions how to retain the employees at the workplace. In today's tight labor market, the ability to attract and retain employees is a major concern for employers of any size organization. Senior management, human resources professionals pay attention towards the impact of turnover and to control them. It has proven to be one of the most costly and human resource challenges facing many organizations including banks. It is expensive for the organization to lose good employees. Organization should consider some important issues. Like the costs of termination of employee, the cost of hiring and training a replacement, the vacancy cost until the job is filled and the loss of productivity with a new hire. Statistics indicate that this labor shortage will continue for the foreseeable future.

1.3: Theoretical perspective:

Turnover is generally classified into two major ways i.e. voluntary and involuntary. Voluntary employee turnover is the intention of employee to resign from the job due to several reasons, which can be better job opportunity, job dissatisfaction, bad work environment, compensation packages, supervisor's bad behavior, less chances of growth/promotion, personal/family reasons etc. Involuntary employee turnover is due to organizational policies, centralization, work rules and performance standards that are not met by employees e.g. downsizing, needs to cut cost, low performers being fired from job or dismissals, employee death, retirement etc.

1.4: Research Method:

The method of data collection to prove the research is qualitative. Interviews were conducted from the different employees who belong to a different job in banks. Different questions have asked from these people which are relevant to my topics. They are providing the relevant answer according to his perception.

1.5: Definitions of the key terms:

Job satisfaction is the positive and emotional attachments of a person towards the organization where he or she works. Another sense it also describes favorable and unfavorable feelings of the person which he describes during and after retire or leave the job. **Organizational culture** is the act and behavior of the employees within the organization to the internal and external peoples. **Promotion** is the changing the rank of the employees from low level and upgrade the high level in the same organization after some period of time. **Employees training and development** is the creation of new knowledge, skills, ideas which help the employees to perform their task efficiently and effectively. **Organizational commitments** are the feeling of responsibility of the employees while they perform the job. **Workload** is the time which employers expected from the employees in a specified period of time.

1.6: Delimitation:

The data is collected from the banks of district Narowal in which personal reference is used to take the interviews from the employees in different rank. I select the choice to collect the data from the district Narowal due to easily access to the banks which save the time and cost both for me.

1.7: Limitation:

This study is only limited in the only one district Narowal and only focused on national bank, HBL, Al Habib, UBL and khushali bank only.

1.8: Summery:

Poor supervision, unproductive relationships with the boss, low salary, low career growth, too

much workload etc are the prime reasons of employees turnover. This can be minimized by planning, supervising, and the application of good management principles.

Leigh Branham was expert in employee's retention. He describes the reasons in which employees leave the job in the workplace. He also stated the process of disengagement of employees which means employee's turnover is not a few movement works it requires a time of weeks, month and even years and then they decide to leave the job.

1. The first reasons of employee leave the job is that the workplace was not as employee expected. When employee joins the job it has some expectation with the boss and the organization. When the clash is exist between his expectation and employer behaviors then employee leave the organization.

2. When the mind of a person and the job is mismatch then employee will not stay longer in the organization and resign the organization very soon. When the organization does not understand what the right person in the right place in a company according to talent and knowledge then they face problems of turnover in the workplace.

3. When organization does not provide the coaching to employees and not take the return feedback. Coaching is most important which provide the supervisor to the employees in the workplace. When the new employee orientation in the workplace the first week is most important with regard to training and coaching.

4. Fourth reason of employee leave the organization is that when they feel chances of growth is not available in the workplace. In many years to do hard work growth is not available and he or she work same rank in many year and organization did not provide any opportunity of promotion.

5. Fifth reason of employee leaves the job when the management doesn't hear about their feeling. When the management is not appreciating the employee in the workplace then they leave the job. First ask for employee input then listen and respond them accordingly.

6. Sixth reason of employee leave the organization is to find better job and salary elsewhere. When they find a good job, status and salary elsewhere better then they received before they leave that job and adopt a new one.

7. The next reason of employee leave the organization is due to the tension of his job fellow or superior employees of the organization. When the tension arise on the daily basis due to the clashes of work and responsibility he does not stay the organization even the new job is not available because peace of mind compelled him to do so and leave the organization always.

8. The next reason of employee leave the organization is due to the trust and confidence with the senior leader. When the employee feels that the clashes of seniors employees and the manager is already made and existing employee is not satisfy with their boss they find a next job and resign the old one.

9. The present condition of the organization is also a factor employee leave the organization when they feel the organization close any time then they find a stable organization for their better future.

Literature Review:

2.1: Review of related research:

(Chruden, 1972), defined employees turnover is the movements of the workers in and out of the firms. (todar, 1979), refers to the replacment of new employees in place of existing employees is called employees turnover. (Bhatti & Qureshi, 2007), found that employees will not leave the organization if they are satisfied with the pay packages, commitment and incentives offer by the organization. (Becker, 1975), examined that the workers which received higher compensations are resign less than the lower paid workers. The firms always paid high compensation to the workers which are trained, experience and fullfills the target of the firms in time. (Henery Ongori, 2007), investigated that to gain a competitive advantages in the market a firms must be able to maintain its employees in a long run at every cost. The employees leave the organization due to some economic reasons. (Howard, 2007), examined the different methods of employees retention which includes employees empowerment, invlove interview, offer monetary and non monetary reward, career development options, training and development stratgy, job security, assgn different task from time to time, team work spirits, bonus and commision etc. increase employees retention and decreases the turnover rate. (Trulson, 2007), investigated the seven most important factors of employees retention which includes team base management styles, employees involvement in decision making, recruitment and selection process, creates a friendly enviornments, involved employees to resolve a different issues which is currently face by the organization, different training programes and improve salary and other benefits. (Gberevbie, 2010), found the ten strategies of employees retention which includes pay regular salary on monthly bases, offer conveyance allowance, house construction loan, medical and health benefits, promotion on the regular basis, friendly enviornments, offer job security, regular base training program, leave with full pay and health insurance plan. (Vroom, 1964) (In Reinharth, 1975), *found that motivation in the form of reward, money, fulfilled the employees need in time, help them*

to solved problems is immense important. According to Lai 2011, investigate the two factor of motivation which includes intrinsic and extrinsic motivation. The intrinsic motivation includes the factors of growth, employees growth factors, job satisfaction and responsibility which results organization performance increase and employees stay longer in the organization whereas the external factor cause have no impact on employee job satisfaction. (Griffin, 2000), examined that motivation comes from how much we want and thinks about someone. The model suggests that the impact of motivation on employees retention through the mediation of enviornment, efforts and ability to do something (Shamsuzzoha, 2010), found that work environment which includes proper lighting, stylish furniture, and friendly relation with each other help employees to stay longer in the organization. Employees are stay longer if they expectation is meet to the standard and if there is condition of uncertainty in the work environment they will leave the organization. (Abdulla, 2011), found that high wages and incentives which is offer by the organization to its employees are highly effected by the job satisfaction whereas the other factors which include promotion, employees loyalty to their work also effect the job satisfaction. (Calisir, 2011), examined that job satisfaction directly effect on employees commitments whereas the job stress adverse impact which cause employees leave the job very soon. (Locke, 1976), investigate that the clear rules and regulation which organization creates for its employees cause by satisfaction of employees otherwise they will dissatisfy in the workplace. (Saleh, 1981), (DE, 2004), (Silla, 2005), examined the causes of job dissatisfaction in which employees leaves the job includes low wage rate, job insecurity, working conditions and employees promotion for many years work for the same rank. (Newstrom, 2009), examined that job satisfaction is the emotional feeling which employees feels during the job either favourable and unfavourable. (Hom, 1995), investigate that satisfied employees with low level of turnover instead of dissatisfy employees which cause organization face high employees turnover. (Lai, 2011), found that high compensation offer by the organization to its employees results increase organization performance and cause by employees stay longer in the organization.

2.2: Theoretical construct:

(Steers, 1973), generate **Met Expectancy Theory**. According to this theory workers will resign the job soon when they know that the organization does not in a position to fulfill his demand currently and in near future.

(Lee M., 2001), derived the **job Embeddedness theory**. According to this theory employees retain the

organization in the long period of time due to the emotional and friendly environment which organizations provide the workers. The workers did not leave the job even if they are not satisfied with their job. (R.M.E., 1976) developed the **social exchange theory**. According to this theory the relationship between the organization and its employees is a two way. The organization provides the incentives and fair compensation to its employees and employees for this receiving prepare the products and services for the best benefits of the customers and the organization. If the employees provide best services and the organization for this is not offer by him a fair remuneration the employees will resign the job. (Maslow, 1943), develop a **motivation theory** which is based on five elements which includes the psychological need, safety need, social need, esteem and self actualization needs.

Rational of the research:

This study plays an important role in the economy of Pakistan, because it will investigate the effect of employee turnover on the organization's performance. By using this study many organizations are able to reduce the employee turnover and increase their profitability and productivity.

Research Variable:

1) Job Satisfaction: Employee feels job satisfaction when their intrinsic needs are being met and they are given sufficient autonomy to do their job. The employees experience less supervision in performing their job if they are given more responsibility to finish the task assigned to them.

2) Promotion: Career growth is a major factor contributing towards voluntary employee turnover. When employee do not get chances to excel in their career after putting up a hard work they feel low and then look for better job opportunity where more chances of career progression is promised to them. Career growth not only recognizes a hard working employee, it also gives employee more monetary benefits.

3) Salary Package: Salary package is one of the most important factors that decide whether an employee will leave or stay in a given organization. Employees look into salary package when they join new jobs and also after joining organization, it is an extrinsic factor which motivates employees to work hard to improve on their salary package and get more incentives. Sometimes they get their desired outcomes but sometimes they don't and when this happens it forces employee to leave job and look for better opportunity.

4) Organizational Commitment: When intrinsic and extrinsic needs of employees are not met then employees show less organizational commitment

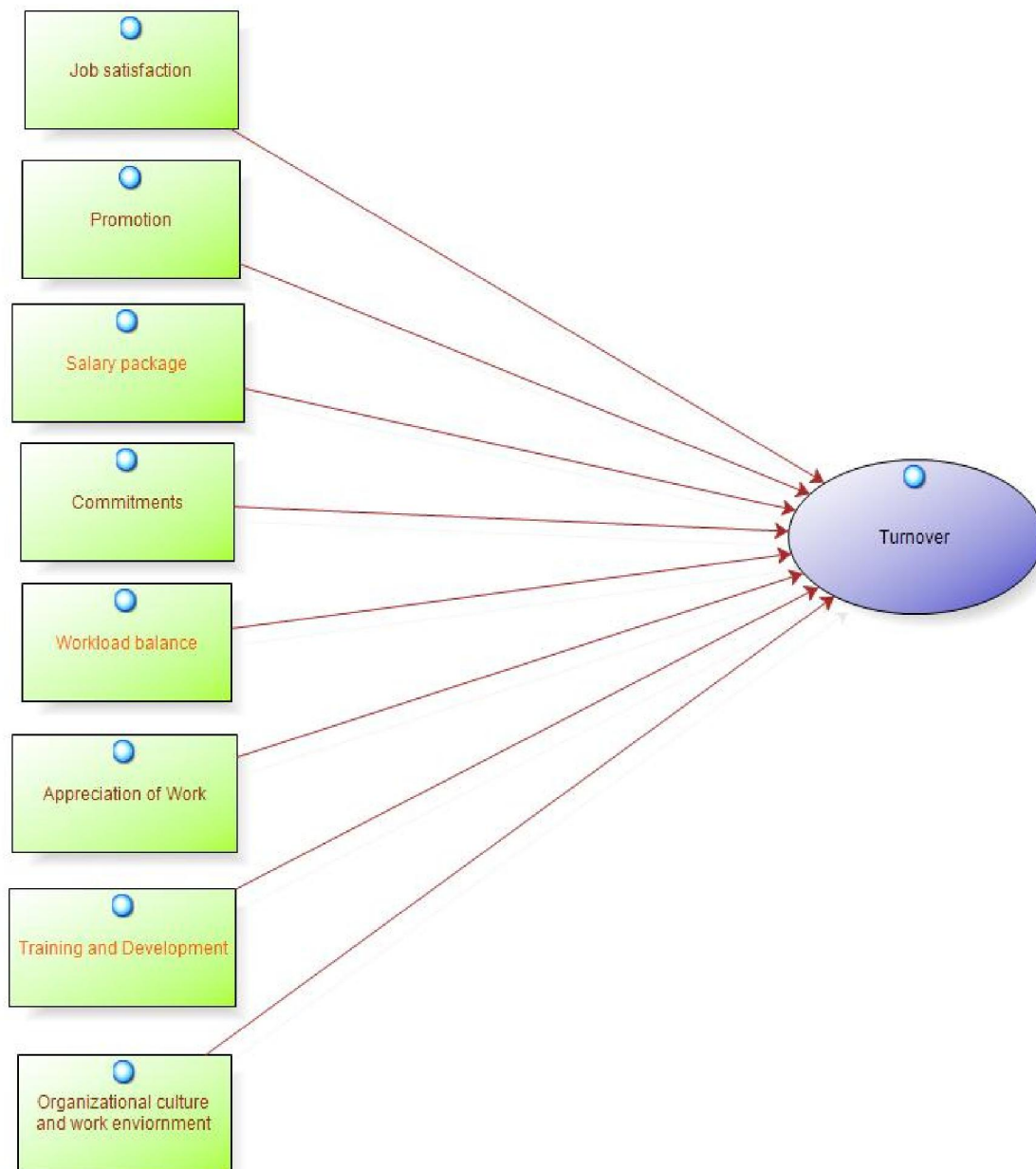
and are more likely to leave their organization. Better salary and incentive packages, company profile, career progression, working condition, domestic situation of employees are some of the factors which contribute towards organizational commitment. Organizations try to have a balance of all these elements. Any lacking in one or more of these elements will cause employees to leave that organization.

5) Workload Balance: Employees usually prefer an environment where they feel that equity is maintained in their work. They will be more satisfied in an organization where their work is appreciated and they get paid equally on the basis of their workload. When employee start to have this feeling that his workload is more as compared to other employee working with him and also he is not getting paid accordingly, then he will be looking for better job opportunity.

6) Appreciation of Work: Similarly the employee wants recognition from their supervisor and bosses. The amount of effort they put up also results in company success. Employees will take more responsibility when risk taking will be encouraged and will show results. Employees will respond more to supervisors who will be guiding, coaching and appreciating their work.

7) Employee Training and Development: Training and Development is an important part of any organization success. It helps in employee retention and shows that organizations value its employees. Employees feel this as apart of their career progression so they also value training and development a lot. It encourages employee to put on more effort when that training is directly centered towards the goals and objectives of employee and organization. Training and development can only succeed when it is carefully planned by the HR department. Also HR department efforts in resolving employees issues, conducting career counseling and career progression will also help in employee retention. Generally employees in all banks agree that HR department needs to do more in their career progression and, training and development. Employees will feel more job satisfaction and there will be fewer chances of them leaving their jobs.

8) Organizational Culture and Work Environment: Organizational culture is the shared values and beliefs in an organization. Good organizational culture affects attention and retention of competent employees. Organizational culture is seen as a climate of the organization which employees, manager, customers and other experience. This culture affects service and quality, organizational productivity, and financial results.

Diagram:**Hypothesis Development**

Following hypothesis is developed in this research:

H₁! Employee turnover is caused by job dissatisfaction.

H₂! Employee turnover is caused by work load.

H₃! Work environment is the cause of Employee turnover.

H₄! Lack of Appreciation of work is the cause of Employee turnover.

H₅! Lack of organizational commitment is the cause of Employee turnover.

H₆! Employee turnover is caused by lack of training and development programs.

H₇! Salary package affect the Employee turnover.

H₈! Lack of promotional chances affects the Employee turnover.

Methodology:

3.1: Research Questions:

Our project is focusing on employee turnover issue in banking sector of Pakistan and for this reason the objective of our project will be answering these two questions:-

a. What are the particular reasons/ issues involved in employee turnover in banking sector of Pakistan?

b. How can we get control over factors identified for employee turnover in banking sector of Pakistan?

3.2: Settings:

Qualitative methods were used to carry out this study. For qualitative method, interviews were conducted in different banks. Both primary and secondary data is collected. Commercial banks in which interviews are conducted are as under:

1. Alfalah Bank Ltd
2. National Bank of Pakistan (NBP)
3. Habib Bank Ltd (HBL)
4. United Bank Ltd (UBL)
5. Muslim Commercial bank (MCB)

3.3: Population and data source:

The data was collected through interview among different employees working in different banks. The target population is about 12 people in which structured interview was conducted.

3.4: Ethical consideration:

During interview I was made proper recording of these interview in my recorder for future perspective and followed by the rules of justice and ethical consideration. I save these recording in my personal laptop in different folders and location also.

3.5: Research design:

The research is conducted through flexible research design in which qualitative method is used. Interview is conducted to prove the research and proper recording is made in the well of the interviewee's. Structured and open ended questions are asked for the employees. ENVIVO software used to find the analysis of the study.

3.6: Interview instruments and protocols:

The face to face interview method is used to collect the data and tape recorder is used as a tool of instruments.

3.7: Data analysis strategy:

The finding and data analysis results are derived using the NVIVO software. After interview from the various participants we analyze the entire interview one by one.

Findings:

4.1: Participants:

We conducted 12 interviews of employees working in a bank in different position. All the participants' willingness to participate in a proper way in an interview is our first priority. Interview timing is considering very important subject for the all participants due to the busy routing matters in a bank.

4.2: Data Analysis Strategy:

We used tape recorder and one note taker for the proper recording of all interviews from the participants. After conducted the interview one silent room is used for the purpose of listen the recording and neat the work of note takers. So that we observe the true meaning of interviewers words which they are used during the time of interview.

4.3: Data Analysis and Coding:

a. Satisfaction with recruitment and selection.

i. We interviewed different employees and managers about the process of recruitment and selection process and most of the employees at all banks were satisfied with the recruitment and selections process at NBP, HBL and MCB.

ii. UBL do not take refferal but due to some reasons they do sometimes take refferals. UBL sometimes shows flexibility in hiring new employees in which low competent employees are hired.

ii. Bank Alfalah is always searching for new talent by getting recruitment from external

A source which is good for the bank but their employees feel deprived and less motivated due to their less chances of promotion and achievement of higher grades so they are always searching for the good offers from other banks and this is the main cause of employee turnover in Bank Alfalah.

v. In UBL recruitment is done from internal sources. If the bank did not find suitable skills & expertise internally then the go for the external recruitment. This concept, of Recruitment and Selection Course, is widely accepted and used at UBL. United Bank Ltd. has a transparent selection process that promotes open competition and provides a fair chance of success to the most appropriate candidates.

Measures Adopted for Reducing Voluntary Turnover.

i. At UBL what they do for retaining their employees is that they give special performance Appraisals or promotions.

ii. At MCB it was told that some measures like shifting an employee to his desired department where he may feel comfortable and be more productive, giving him his desired responsibilities.

iii. At Banks like HBL, NBP and Bank Alfalah, there are not many efforts for reducing employee turnover.

c. Reasons for Voluntary Employee Turn Over

i. Sometime Conflicts with management is also main reason for turnover in banks like Alfalah etc.

ii. In UBL there is centralization of authority and branch managers are bound and restricted to take initiative. The workload is not equally distributed.

d. Feed Back Systems

i. At NBP, Bank Alfalah, UBL employee's feedback surveys are conducted by the HR department and then improvements are made based on the findings of those surveys. Feedback is collected from supervisors, employees and co-workers.

Secondary Data:**Promotion:**

At NBP where employees have been serving for more than 3 years, experienced more promotions as is evident from the results. But majority of employees serving in other commercial banks apart from NBP have not experienced promotion as they had expected when they joined these organizations. A major factor for this is also that majority of employees working in these banks have relatively less tenure in their present jobs. Banks will also consider these employees for promotion after they have put some years and effort in their present jobs.

Employment opportunities:

Employees of NBP and UBL choose company profile an attribute for better employment opportunity. NBP is one of the leading banks in the country with annual profits greater than any other bank. Clearly NBP has a very good profile and people join NBP for longterm and short term benefits it provide. It's no surprise that people who have joined these banks were looking for good company profile for their career progression. Employees at HBL choose monetary benefits for better employment opportunity and working condition was chosen by employees of Bank Alfalah.

Work load:

Employees at MCB and HBL feel their workload is equal whereas workload is more at Bank Alfalah and NBP. The workload is not equally distributed. The office timing of Bank Alfalah is 9:00 A.M to 6:00 P.M but almost all the employees have to work till 8:00 P.M. However for this additional work they are not given any remuneration or overtime. This may result in employee turnover and job dissatisfaction.

Salary package:

Employees at NBP and UBL are satisfied with their salary package. Employees at NBP get much more year end bonuses than any other bank. Also incentives are much greater and the kind of medical facilities which they receive is also very good. This causes low turnover and employees show greater organizational commitment. UBL offers Salaries and incentives for employees. Benefits which are provided

by UBL are paid time off, retirement, disability, insurance, education and training program, medical treatment. There is no concept of bonuses, commission or overtime related pay in Bank Alfalah and MCB. This will cause dissatisfaction among employees at these banks and voluntary employee turnover will occur more.

Appreciate of work:

We found out that generally all employees agree that their immediate boss/supervisor appreciate their work. This will also cause fewer turnovers as it influences the working environment and organizational culture. Employees will take more responsibility when risk taking will be encouraged and will show results.

Organizational Commitment:

Employees at HBL have greater organizational commitment. They are less likely to leave their organization. Bank Alfalah makes plans for motivating its employees by giving them different sorts of targets and incentives on their achievement for bringing excellence in the performance of employees thus increasing organizational commitment. Whereas majority of employees at other banks are generally satisfied but they don't have any plans for the future meaning that whenever good opportunity comes in their way, they may take it.

Employee training and development:

All banks are giving training to their employees for the job at hand. In NBP, training and development practices are considered best practices. NBP try to pay more attention on training and development to meet the future human capital needs. The training is mostly carried through seminars and work shops. Training methods used by UBL are soft skill functional training, on the job training and class room lectures.

Organizational culture and work environment:

Employees in all these banks are satisfied with the working environment. The working environment in all banks is very sophisticated. Environment is very friendly due to group coordination. Employees can easily communicate horizontally and vertically which help to achieve its goals and objectives. These banks do much to make the work environment fit for employees:

- Lunch breaks are also provides to employees to reduce stress.
- These banks arrange family picnics and get-togethers, to make employees feel like a part of one family, getting to know each other.
- These banks have free way work environment, for entertainment they had small entertainment corner where Cable and television facility was available for employees.

- Immediate supervisor and bosses helps and guide their subordinates. They also act as mentors for their subordinates.
- These banks link organizational goals with the individual goals of employees.

Discussion:

Research Questions:

Our project is focusing on employee turnover issue in banking sector of Pakistan and for this reason the objective of our project will be answering these two questions:-

- What are the particular reasons/ issues involved in employee turnover in banking sector of Pakistan?**
- How can we get control over factors identified for employee turnover in banking sector of Pakistan?**

Conclusions:

Most common reasons observed after analyzing data and Interviews were:-

In the overall study, we conclude that NBP has shown to be an employer in terms of promotion chances, salary package, and employee satisfaction & training and development of its employees. NBP do much for its employees in above mentioned areas. NBP provides different types of bonuses and incentives to retain its employees. As a result people join this bank for long period of time.

In comparison to NBP, other banks still have to make improvements in those areas where NBP is proved better in order to control its employee turnover.

In Banks, other than NBP employees do not get promotion timely. They are promoted after putting three years of efforts in their jobs.

In banks like NBP, Bank Alfalah and UBL, employees think that their work load is greater than their salaries, which cause dissatisfaction among employees. While the workload is equal in MCB and HBL.

Employees at HBL and Bank Alfalah have greater organizational commitment and they are less likely to leave their organization. Bank Alfalah motivates its employees by giving different types of targets and improves their performance. Employees in other banks (MCB, NBP, & UBL) have organizational commitment but they thought that if get better opportunity in future they may leave the organization.

All the banks take steps to train their existing and new employees. For this purpose they use different types of techniques such as workshops, seminars, classroom lectures, on-the-job training and skill functional training.

Better working condition is a desire and right of every employee, and a very important factor for employee satisfaction, motivation and thus reduction of employee turnover. All the banks try to provide better working conditions for their employees, but at NBP and HBL management needs to focus on providing better working conditions to employees as according to employees demand.

In some banks like Bank Alfalah & UBL, recruitment and selection process causes dissatisfaction.

Recommendations:

After going through the results, interviews and findings, we have come to following recommendations:

- HR department should play a key role in retaining their valuable employees.
- HR department should carry out career progression based upon performance appraisal.
- It should include training and development of employees after observing weaknesses and shortfalls in their performance appraisal.
- With new commercial banks opening in the Pakistan banking sector, already established banks should introduce performance incentive plan to attract and retain employees more.
- Banks should also introduce bonuses based upon performance appraisal and improved benefits for all.
- Centralization should be avoided. Employees should be included in the organization goal and objective setting so that they feel valued and work hard to achieve those goals.
- Employees should then be rewarded and recognized when banks achieve those targets.
- More freedom at work is provided to employees so that they are motivated and able to perform much better and take risk when necessary to achieve organizational goals.
- Supervisors and managers should act as coach, rather as bosses and they should appreciate good performance and guide employees when they fail to reach goals.
- Organizational culture and work environment plays a very important part in having less employee voluntary turnover therefore banks should create a culture which truly represent their shared beliefs and values, and employees also believe in those values and beliefs.
- For recruitments, banks should first consider their own employees; if existing employees are not capable then they should search for employees outside the organization. Referrals in his selection process should be avoided as this cause dissatisfaction and goodwill is damaged.

I. Banks must provide salaries that match with the work employees perform on the organization. Moreover if employees work for more than working hours they must be paid accordingly.

Limitations:

The results of this study should be viewed with a small number of limitations in mind this research study has the following limitations:

This sample size is not sufficient enough to reflect the factual image of the Banks functioning in Pakistan. The major problem which we faced in collection of data and getting exit interviews data from interviews with the branch managers due to their busy routines. Moreover branch managers were reluctant to provide exit interviews data.

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