

# Factors Affecting Employees Turnover Intention in Private Banking Sector of Odisha: A Study on Twin-City Cuttack & Bhubaneswar

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## ABSTRACT

In today's competitive and challenging business world, it is considered an important task to manage employees' turnover for any organization. A high rate of turnover is one of the major problems relevant to human resource management in the private banking sector in India. Employee turnover has a positive impact on business in any organization, including the banking sector. This study investigates the factors that affect private sector employees' leaving their jobs in private sector banks in Odisha. The present research aim is to determine the factors affecting employees' turnover intention in a private bank in twin-city Cuttack and Bhubaneswar, Odisha. Primary data for the study will be collected from the responses of 100 employees through a self-developed questionnaire measured on a five-point Likert scale. The reliability of the data will be tested by Cranbach's Alpha test. A One-Sample t-test will be run to prove the hypothesis, and a correlation test and SPSS will be used for the analysis of the data. This study reveals that the independent variables used in the study, such as leadership, work environment, employee training, career progression, reward and recognition, and job autonomy. The results revealed that there is a significant relationship between all these factors and the employee's intention to turnover. This study will help the bank's management identify the potential factors that influence their staff to quit their current jobs. At the end of the study, several recommendations and suggestions for further research will be also discussed.

**Keywords:** Private Banks, Employee Turnover, Potential Factors & Independent Variables

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## 1. INTRODUCTION

In today's competitive business world, it is considered to be an important task to manage employees' turnover for any organization. It refers to the rate of the workforce of an enterprise during the given period of time. According to the Price (1977), employee turnover is the ratio of the organizational members who have left during the period being considered divided by the average number of people in that organization during the period. The initial cause of turnover, existing out of the frustration related to budget cutting, hiring freezes, layoffs and lack of development funds and opportunities are more likely to be shown at such times as a serious issue especially in the field of human resource management (Sharmistha, 2013). Now the qualitative issues are equally important are financial, technological and process development.

According to Kevin et al. (2004), there is no standard framework for studying employee turnover process as a whole, a wide range of factors have been found useful in interpreting employee turnover such as lack of training, poor working condition, work place conflicts, ineffective leadership etc. Recent approach to employee turnover revealed that banks should aim for an optimal rate of turnover rather than the lowest possible rate. So banks can reduce turnover only by incurring retention cost like the higher salary, better benefits, quality of work life and development programs and so on.

The proposed study on factors affecting employee's turnover intention in the private banking sectors was designed to explore the factors affecting employee turnover of private banking sector of Odisha. The aim of this research is to investigate the factors that affect private-sector employees' decision to leave their work. The factors studied in this research are leadership, work environment, employee training, career progression, reward and recognition, and job autonomy. It will focus on bank workers in Odisha. Furthermore, the practical suggestion of this study is

to increase awareness among the policy and decision-makers on how to keep employees' retention in the private sector bank. It will help human resource manager of the bank to identify the causes of employee turnover and design the appropriate strategies to minimize the turnover.

This research consists of five sections. The first one includes data collection. The second section highlights trust construct. While the third section involves job satisfaction factor. Moreover, section four represents the banks performance construct. Finally, the fifth section discusses the influence of the other factors: gender, age, decision-makers, and educational level.

## **Research Questions**

This study proposed to investigate the following research questions:

1. Is there any relationship between leadership and employee's turnover intention?
2. Is there any relationship between work environment and employee's turnover intention?
3. Is there any relationship between employee training and employee's turnover intention?
4. Is there any relationship between career progression and employee's turnover intention?
5. Is there any relationship between reward and recognition and employee's turnover intention?
6. Is there any relationship between job autonomy and employee's turnover intention?

## **2. LITERATURE REVIEW**

Employee turnover in banking organization has drawn attention of many researchers who have studied the subject from different angles. For the purpose of the study, whole area of literature has been analyzed in line with the issues related to employee's turnover. In this regard, the work of Agnes (1999) deserves special attention which explained that employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees. On the contrary, according to Samuel (2009) in most of the organizations, employee turnover is a costly expense especially in lower paying jobholders, for which the employee turnover rate is highest. Another study by Ongoti (2007 and Mbah et. al (2011) revealed that most commonly used categorization of employee turnover could be considered as involuntary / voluntary, functional / dysfunctional, skilled versus unskilled and international versus internal.

According to Wells (2013) involuntary or functional turnover is the situation in which organization undertook the control over the employee's decision to stay or leave the organization. On the other hand, voluntary turnover is generally dysfunctional which showed that employees make decisions for their duration to stay in an organization such types of employee turnover assumed to be the most detrimental to an organization (Mobley: 1982). Most of the research have identified the relationship between the turnover intention and turnover as consistent and stronger than the satisfaction turnover relationship although it still accounted for less than a quarter of the variability in turnover (Mobley et al,1979). Chruden and Sherman (1972) argued that Employee turnover refers to the amount of movement of employees in and out of an organization, normally prevent in terms of turnover rate.

Mobley (1982) stated employee turnover as the discontinuance of membership in an organization by the person who received monetary compensation from the organization for a certain period of time. Fanke (2001) has defined turnover as the movement of employees out of organization. Carley (1992) opined that employee turnover means the relation of workers around the labor market, between organization, jobs and careers. Bean (2009) stated that many factors such as wages, company benefit, company attendance, and job performance have played a significant role in employee turnover. Although there is no standard framework of employee turnover process, a wide range of factors were found useful in interpreting employee turnover (Kevin et. al, 2004). It revealed that employee goal setting (Medlin and Green 2009); Career growth (Hamel and Breen,2007), work environment (Cardoso & Monfardihi, 2008.) , job satisfaction (Palazzo and Kleiner 2002, Hannay and Northam 2000) and training and development (Walsh and Taylor 2007) are the factor predictors of employee turnover intention . In the context of the study, some issues are studied to access employee turnover in private banks.

Regarding work environment Zaber, (2001) indicated that employees are more likely to stay when there is a predictable work environment and vice versa. Main causes of turnover are salaries, working environment and

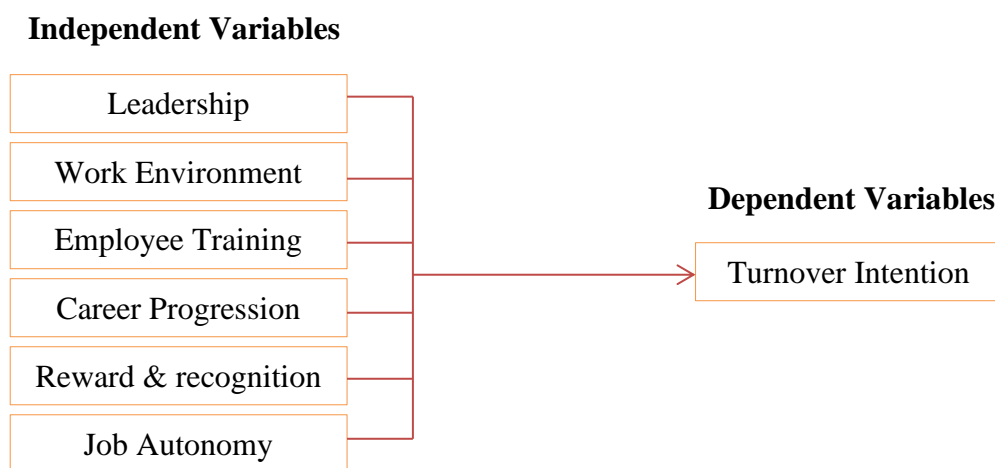
security of job. Employees are also pushed to leave job due to the dissatisfaction in their present work place (Shamsuzzoha and Shumon, 2010). Giga and Hoel (2003) argued that high rates of mergers, acquisitions, increasing economic interdependence among the countries, globalization, technological advancement, and restructured have resulted in time pressure, excessive work demand, role conflicts, ergonomic insufficiencies and problematic customer relationship as the causes of stress. Marce et. al (2004) stated that employees quit from organization due to economic reasons.

The general reasons for employee turnover rate so high in the salary scale because employee are usually in search of jobs that pays well. Rampur (2009) argued that low pay is a good reason as to why an employee may be lacking in performance. According to Samsuzzoha and Shumon (2010), a poor relationship with the management is an important reason for employees to quit their jobs. It is relatively rare for people to leave job in which they are happy even offered by higher salary elsewhere. Lorson (2004) stated that career progress creates stress on employees understanding of the worth of his/her career progress. This stresses can include an array of problem like being stuck at a position without any hopes of progress or threats of downsizing.

The extensive review of literature on the factors affecting employee turnover in the private banking sector of India does not provide any conclusive evidence on the issue. The proposed study can helpfully look forward to conveying evidence on the issues involved.

### 3. CONCEPTUAL FRAMEWORK

The researchers have developed a conceptual framework based on an insight gained from the literature review while a number of theories and issues pertinent to the study were discussed in the literature review; the following components were chosen as the basis of the analysis of the research problem. There are some factors namely leadership, work environment, employee training, career progression, reward and recognition, and job autonomy which can influence the employee's turnover intention in private banking sectors and could follow in their working environment.



**Figure: Conceptual Framework**

*Source: Developed by the Researchers (2022)*

According to Ticehurst and Veal (2000) a conceptual framework indicates how researcher views the concept involved in a study specially the relationship between concepts.

### 4. RESEARCH OBJECTIVES

1. To study and identify the factors those influence the employee turnover intentions of private bank employees toward leaving their job in Odisha.
2. To analyze the factors have more impact on employee turnover intention of the private banking sector in Odisha.

## 5. RESEARCH HYPOTHESES

To give effect to the problem statement and research questions, a number of alternatives as well as null hypotheses were formulated stating that relationship exists among variables.

Leadership	H <sub>a1</sub>	There is a significant relationship between leadership and employee's turnover intention
	H <sub>o1</sub>	There is no significant relationship between leadership and employee's turnover intention
Work Environment	H <sub>a2</sub>	There is a significant relationship between work environment and employee's turnover intention
	H <sub>o2</sub>	There is no significant relationship between work environment and employee's turnover intention
Employee Training	H <sub>a3</sub>	There is a significant relationship between employee training and employee's turnover intention
	H <sub>o3</sub>	There is no significant relationship between employee training and employee's turnover intention
Career Progression	H <sub>a4</sub>	There is a significant relationship between career progression and employee's turnover intention
	H <sub>o4</sub>	There is no significant relationship between career progression and employee's turnover intention
Reward & recognition	H <sub>a5</sub>	There is a significant relationship between reward & recognition and employee's turnover intention
	H <sub>o5</sub>	There is no significant relationship between reward & recognition and employee's turnover intention
Job Autonomy	H <sub>a6</sub>	There is a significant relationship between job autonomy and employee's turnover intention
	H <sub>o6</sub>	There is no significant relationship between job autonomy and employee's turnover intention

## 6. METHODOLOGY

### 6.1. Research Design

Quantitative method is adopted in this study (analytical method). A survey has been distributed among bankers in Cuttack and Bhubaneswar in order to study their tendency to leave their jobs. In particular, the survey includes questions about leadership, work environment, employee training, career progression, reward and recognition, and job autonomy to test their effect on the turnover intention of the bank employees (see appendix). The survey also investigates other factors such as gender, age, qualification and experience.

The total number to distributed surveys is 120 and number of participants who answered the survey questions in this study is 100 employees from different banks of Cuttack and Bhubaneswar. For the analysis, several statistical procedures, presented in the below sections, are used to evaluate the data and relations via SPSS software. Systematic and topical approaches have been used in this research. This study was designed to identify the research questions and to test hypotheses by conducting a study that has investigated the relationship among the variables in the context of employee's turnover in private banking sectors in Odisha.

## 6.2. Sampling Design and Methods of Data Collection

For the sampling design of this study the convenience sampling approach has been selected which is a non-probability sampling technique. In this study, the researchers used a comparative descriptive method that addresses the views of a sample of the two cities Cuttack and Bhubaneswar. In order to achieve the objective of the study, the survey of the study was modified as needed to identify the factors that influence the turnover intentions of Bank employees toward leaving their job. The questionnaire consists of 5 items with first-part which is the demographic information: gender, status, age, qualification and years of experience. In second part, the questionnaire consists of 35 specific questions which were distributed among the respondents by the researchers the investigated turnover intention factors consist of six variables: leadership, work environment, employee training, career progression, reward and recognition, and job autonomy.

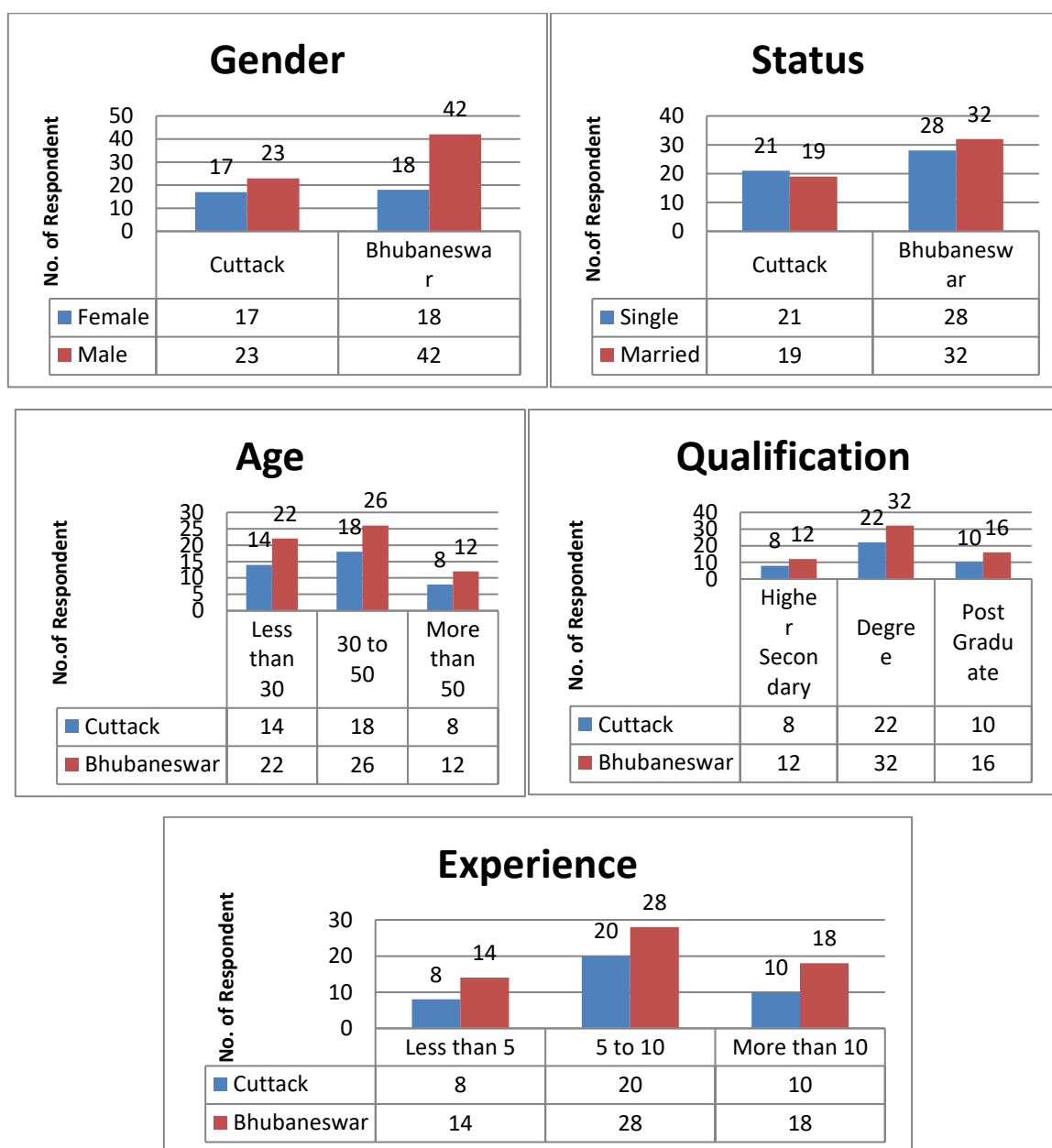
In general, the study uses theoretical framework and previous studies in addition to the survey which follows the 3 Likert scale i.e. Strongly agree =1, agree =2, neither =3 and disagree =4 and Strongly disagree =5. After collecting the data reliability test has been run to test the internal consistency of the data. One sample t-test was used to prove the hypothesis. Furthermore correlation test has been performed to measure the relationship between dependent and independent variables. The statistical package for social science (SPSS) was employed to analyze the data.

## 6.3. Demographic Variables of the Study

The population of the study composed of employees from various banks of two cities Cuttack and Bhubaneswar in Odisha. The sample of the study was chosen according to the simple random sampling method, which gives each member an equal opportunity to be chosen. The researchers distributed 120 surveys in both cities and the total number of sample employees in Cuttack and Bhubaneswar who completed the survey is N=100. The number of Cuttack is N=40 by 40.0% and the number of Bhubaneswar is 60 by 60.0%. Following, Table-1 and Figure-1 shows the population characteristics of the sample.

**Table 1: Population Characteristics of the Sample**

	Item	Cuttack	Bhubaneswar	Frequency	Percent
<b>Gender</b>	Female	17	18	35	35.0
	Male	23	42	65	65.0
<b>Status</b>	Single	21	28	49	49.0
	Married	19	32	51	51.0
<b>Age</b>	Less than 30	14	22	36	36.0
	30 to 50	18	26	44	44.0
	More than 50	08	12	20	20.0
<b>Qualification</b>	Higher Secondary	08	12	20	20.0
	Degree	22	32	54	54.0
	Post Graduate	10	16	36	36.0
<b>Experience</b>	Less than 5	08	14	22	22.0
	5 to 10	20	28	48	48.0
	More than 10	10	18	28	28.0



**Figure 1: Respondent Data for Demographic Variables**

The above Table-1 and Figure-1 shows that the majority with 65.0% of the sample is male and 35.0% are female, 51.0% are married and 49.0% are single. Regarding age and qualification less than 30 years are 36.0%, 30 to 50 years are 44.0% and more than 30 years are 22.0% whereas in the qualification Higher secondary are 20.0%, Degree are 54.0% and Post Graduate are 36.0%. For the experience point of view Less than 5 years are 22.0%, in between 5 to 10 years are 48.0% and more than 10 years are 28.0%. Most of the employees in both cities hold a bachelor degree which forms 54.0 % with experience 48.0% and majority of the gender is male with 65.0% of the total sample. Statistical analysis the data collected has analyzed with SPSS. Several tests were performed to analyze the data which are standard deviation, means, frequency, percent, one sample t-tests, and correlational to analyze the data.

## 7. DATA ANALYSIS

### 7.1. Data Reliability Analysis

The researchers used the Cronbach's Alpha stability factor to verify stability and the results were as shown



in Table-3. The table indicates the values of the statistical processing of the Cronbach's Alpha internal consistency coefficient for N = 30

**Table 3:** Data Reliability Statistics

	Factors	No. of Items	Cronbach's Alpha
1	Leadership	5	<b>0.638</b>
2	Work Environment	5	<b>0.655</b>
3	Employee Training	5	0.504
4	Career Progression	5	0.505
5	Reward and Recognition	5	0.535
6	Job Autonomy	5	<b>0.662</b>
	Total	30	<b>0.965</b>

**Source: Field Survey (2022)**

A reliability statistics (Cronbach's Alpha) has been performed to test the reliability and internal consistency of six variables. The coefficients ranged 0.638 in Leadership variable, 0.655 in work environment variable and 0.662 in job autonomy variable, which indicating that variables are considered to be internally consistent as alpha value for these three factors are higher than 0.50. This showed strong correlations between the indicators and the associated factors. The variables employee training, career progression and reward & recognition are 0.504, 0.505 and 0.535 which are higher than 0.50 and very nearer to 0.50, which indicating a normal correlations between the indicators and the associated factors. But the total reliability and internal consistency among the six variables are very high i.e. 0.965 which is indicating that there is a very strong correlations between the variables. This means that the constructs of the questionnaire have a good degree of stability.

**7.2. One Sample t-Test****Hypothesis Testing for Leadership & Employee's Turnover Intention**

H <sub>a1</sub>	There is a significant relationship between leadership and employee's turnover intention
H <sub>o1</sub>	There is no significant relationship between leadership and employee's turnover intention

**Table-4**

	One Sample Statistics				One Sample Test				
	N	Mean	Standard Deviation	Standard Error	t	Degree of Freedom	Sig. (2-tailed)	95% Confidence Interval Difference	
								Lower	Upper
Leadership	100	1.4000	0.49400	0.04940	28.340	99	0.000	1.3020	1.4980

Source: Survey Results (2022)

For analyzing the leadership factors affecting employee turnover intention the study considers five items. The table 4 indicates that, for one sample t-test; at 5% significant level the p value [Sig. (2- tailed)] for economic factors is smaller than 0.05 ( $p < .05$ ) which results that null hypothesis H<sub>o1</sub> is rejected and alternative hypothesis H<sub>a1</sub> is accepted. The analysis depicts that, leadership factors affect employee's turnover intention significantly.

**Hypothesis testing for Work environment and Employee's Turnover Intention**

H <sub>a2</sub>	There is a significant relationship between work environment and employee's turnover intention
H <sub>o2</sub>	There is no significant relationship between work environment and employee's turnover intention

**Table-5**

	One Sample Statistics				One Sample Test				
Work Environment	N	Mean	Standard Deviation	Standard Error	t	Degree of Freedom	Sig. (2-tailed)	95% Confidence Interval Difference	
								Lower	Upper
	100	1.3860	0.50633	0.05063	27.374	99	0.000	1.2855	1.4865

Source: Survey Results (2022)

For analyzing the work environment factors affecting employee turnover intention the study considers five items. The table 5 indicates that, for one sample t-test; at 5% significant level the p value [Sig. (2- tailed)] for economic factors is smaller than 0.05 ( $p < .05$ ) which results that null hypothesis H<sub>o1</sub> is rejected and alternative hypothesis H<sub>a1</sub> is accepted. The analysis depicts that, work environment factors affect employee's turnover intention significantly.

**Hypothesis Testing for Employee Training and Employee's Turnover Intention**

H <sub>a3</sub>	There is a significant relationship between employee training and employee's turnover intention
H <sub>o3</sub>	There is no significant relationship between employee training and employee's turnover intention

**Table-6**

	One Sample Statistics				One Sample Test				
Employee Training	N	Mean	Standard Deviation	Standard Error	t	Degree of Freedom	Sig. (2-tailed)	95% Confidence Interval Difference	
								Lower	Upper
	100	1.2980	0.37658	0.03766	34.468	99	0.000	1.2233	1.3727

Source: Survey Results (2022)

For analyzing the employee training factors affecting employee turnover intention the study considers five items. The table 6 indicates that, for one sample t-test; at 5% significant level the p value [Sig. (2- tailed)] for economic factors is smaller than 0.05 ( $p < .05$ ) which results that null hypothesis H<sub>o3</sub> is rejected and alternative hypothesis H<sub>a3</sub> is accepted. The analysis depicts that, employee training factors affect employee's turnover intention significantly.

**Hypothesis Testing for Career Progression and Employee's Turnover Intention**

H <sub>a4</sub>	There is a significant relationship between career progression and employee's turnover intention
H <sub>o4</sub>	There is no significant relationship between career progression and employee's turnover intention



Table-7

	One Sample Statistics				One Sample Test				
Career Progression	N	Mean	Standard Deviation	Standard Error	t	Degree of Freedom	Sig. (2-tailed)	95% Confidence Interval Difference	
								Lower	Upper
	100	1.3120	0.39113	0.03911	33.543	99	0.000	1.2344	1.3896

Source: Survey Results (2022)

For analyzing the career progression factors affecting employee turnover intention the study considers five items. The table 5 indicates that, for one sample t-test; at 5% significant level the p value [Sig. (2- tailed)] for economic factors is smaller than 0.05 ( $p < .05$ ) which results that null hypothesis  $H_{04}$  is rejected and alternative hypothesis  $H_{a4}$  is accepted. The analysis depicts that, career progression factors affect employee's turnover intention significantly.

#### Hypothesis Testing for Reward & Recognition and Employee's Turnover Intention

$H_{a5}$	There is a significant relationship between reward & recognition and employee's turnover intention
$H_{05}$	There is no significant relationship between reward & recognition and employee's turnover intention

Table-8

	One Sample Statistics				One Sample Test				
Reward & Recognition	N	Mean	Standard Deviation	Standard Error	t	Degree of Freedom	Sig. (2- tailed)	95% Confidence Interval Difference	
								Lower	Upper
	100	1.3880	0.44479	0.4448	31.206	99	.000	1.2997	1.4763

Source: Survey Results (2022)

For analyzing the reward and recognition factors affecting employee turnover intention the study considers five items. The table 5 indicates that, for one sample t-test; at 5% significant level the p value [Sig. (2- tailed)] for economic factors is smaller than 0.05 ( $p < .05$ ) which results that null hypothesis  $H_{05}$  is rejected and alternative hypothesis  $H_{a5}$  is accepted. The analysis depicts that, reward & recognition factors affect employee's turnover intention significantly.

#### Hypothesis Testing for Job Autonomy and Employee's Turnover Intention

$H_{a6}$	There is a significant relationship between job autonomy and employee's turnover intention
$H_{06}$	There is no significant relationship between job autonomy and employee's turnover intention

Table-9

	One Sample Statistics				One Sample Test			
	N	Mean	Standard Deviation	Standard Error	t	Degree	Sig.	95% Confidence Interval

Reward & Recognition			Deviation	Error		of Freedom	(2-tailed)	Difference	
								Lower	Upper
	100	1.3700	0.47429	0.4743	28.885	99	.000	1.2759	1.4641

Source: Survey Results (2022)

For analyzing the job autonomy factors affecting employee turnover intention the study considers five items. The table 5 indicates that, for one sample t-test; at 5% significant level the p value [Sig. (2- tailed)] for economic factors is smaller than 0.05 ( $p < .05$ ) which results that null hypothesis  $H_{06}$  is rejected and alternative hypothesis  $H_{a6}$  is accepted. The analysis depicts that, work environment factors affect employee's turnover intention significantly.

**Table-10: Hypothesis Summary**

<b>H<sub>a1</sub></b>	There is a significant relationship between leadership and employee's turnover intention	Accepted
<b>H<sub>a2</sub></b>	There is a significant relationship between work environment and employee's turnover intention	Accepted
<b>H<sub>a3</sub></b>	There is a significant relationship between employee training and employee's turnover intention	Accepted
<b>H<sub>a4</sub></b>	There is a significant relationship between career progression and employee's turnover intention	Accepted
<b>H<sub>a5</sub></b>	There is a significant relationship between reward & recognition and employee's turnover intention	Accepted
<b>H<sub>a6</sub></b>	There is a significant relationship between job autonomy and employee's turnover intention	Accepted

### 7.3. Correlation Test

**Table - 11**

Correlations Analysis								
		Employee Turnover	Leadership	Work Environment	Employee Training	Career Progression	Reward Recognition	Job Autonomy
<b>Employee Turnover</b>	Pearson Correlation	1	.653**	.716**	.685**	.614**	.697**	.664**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100
<b>Leadership</b>	Pearson Correlation	.653**	1	.855**	.778**	.761**	.862**	.907**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100	100
<b>Work</b>	Pearson Correlation	.716**	.855**	1	.734**	.830**	.893**	.882**

<b>Environment</b>	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100	100
<b>Employee Training</b>	Pearson Correlation	.685**	.778**	.734**	1	.794**	.834**	.756**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100	100
<b>Career Progression</b>	Pearson Correlation	.614**	.761**	.830**	.794**	1	.867**	.800**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100	100
<b>Reward Recognition</b>	Pearson Correlation	.697**	.862**	.893**	.834**	.867**	1	.889**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100	100
<b>Job Autonomy</b>	Pearson Correlation	.664**	.907**	.882**	.756**	.800**	.889**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Pearson product moment correlation coefficient (r) has been conducted to justify the correlation between the dependent and independent variables. A correlation matrix of all values of r for the independent variables along with the dependent variable is given in Table- 11. The result of Pearson product-moment correlation exposes that there is a positive correlation between leadership, work environment, employee training, career progression, reward & recognition, and job autonomy with employee's turnover intention (i.e. 0.653\*\*, 0.716\*\*, 0.685\*\*, 0.614\*\*, 0.697\*\* and 0.664\*\*) which indicates that there have a great influence on the intention of employee's turnover. The analysis also found that, the factors work environment is more correlated with the employee's turnover intention whereas all others factor are significantly correlated with the employee's turnover intention of this present study.

## 8. SUMMARY OF THE FINDINGS

The results of the study showed that the main factors for employee's turnover intention in the Private Banking Sectors in Odisha (twin-city Cuttack & Bhubaneswar) are leadership, work environment, employee training, career progression, reward & recognition, and job autonomy. So a good management could hold the employees for a longer period by giving them above scope & opportunities to retain the organization. So the possible solution for retaining career oriented employees would be to allow full autonomy from the management divorce hard attitude vis-à-vis excessive workload.

## 9. CONCLUSION

The study revealed that the employee's turnover intention as dependent variable is significantly correlated to six factors as independent variables. In this regard, the management of Private Bank of Odisha should take contingency of the issues so that employee's turnover can be curtailed to a great extent. Thus the implication of the research reveals that it is very important for any private banks in Odisha especially Cuttack and Bhubaneswar to take effective measures to improve the effectiveness of the factors associated with the employee turnover. However,

the study was confined to some private bank with a limited sample size as well as some selected variables the results of which may not be generalized for the all other banks of similar character. Thus further research is required to consider a large sample size from a geographically dispersed population on the same sector. In a further study, the researchers may try to explore more relevant variables in relation to the employee's turnover in the private banking sector of Odisha.

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