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Understanding Employee Perspectives and Their Role in Job Retention in Coimbatore's Private Banks

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ABSTRACT: The study investigates the perspectives of employees working in private banks in Coimbatore and how these views influence their decisions to remain with their employers. The research focuses on identifying key factors such as performance appraisals, management support, career growth opportunities, job satisfaction, and workplace culture. A structured questionnaire was used to collect primary data from employees of various private banks. The study employs descriptive and inferential statistics to analyze the data. The findings highlight that employee perceptions—especially regarding fairness in appraisals and career advancement—play a crucial role in retention. The study concludes with recommendations to improve employee retention strategies in private banks through targeted HR interventions.

I. INTRODUCTION

Employee retention has emerged as a critical issue in the banking industry, especially in private sector banks where competition is high, and employee turnover can be costly. Understanding employee perspectives—how they view their work environment, growth prospects, and organizational policies—is essential for developing effective retention strategies. In Coimbatore, a growing commercial hub, private banks are experiencing challenges in retaining skilled staff.

This study aims to explore these issues by analyzing employee perceptions and identifying how these views influence their decision to stay or leave. It also examines the effectiveness of existing HR practices, especially those related to performance appraisal, recognition, and job satisfaction.

II. LITERATURE REVIEW

It has been observed that there are various researches have been done in the past on the performance appraisal and its impact on employee retention. Moreover, researchers observed different results from those researches and extract the literature review to conduct the study in the effective manner

1. **Herzberg's Two-Factor Theory (1959)** – Suggests that job satisfaction and dissatisfaction arise from different sets of factors—motivators and hygiene factors.
2. **Armstrong (2010)** – Highlights that a fair and transparent performance appraisal system enhances employee engagement and loyalty.
3. **Tiwari & Saxena (2012)** – Found that retention strategies are more effective when aligned with employee expectations and feedback.
4. **Nisha & Shalini (2017)** – In a study of Indian banks, found that organizational culture and growth opportunities were primary drivers of retention.
5. **Kumar & Arora (2020)** – Emphasized that in Tier-2 cities like Coimbatore, non-financial factors such as recognition and work-life balance play a larger role in employee retention.

Objectives

1. To understand employee perceptions of their work environment in private banks.
2. To examine the influence of these perspectives on job retention.



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3. To identify the key factors contributing to employee satisfaction and loyalty.
4. To assess the role of performance appraisal systems in shaping employee perceptions.
5. To suggest strategies for improving retention in private banks in Coimbatore.

III. RESEARCH METHODOLOGY

Research Design

This study adopts a **descriptive and analytical** research design. Descriptive elements help understand the general perceptions of employees, while analytical tools establish relationships between variables influencing retention.

Population and Sample

The population includes employees working in private sector banks in Coimbatore. A **stratified random sampling** technique was used to ensure representation across different banks (HDFC Bank, ICICI Bank, Axis Bank, etc.) and employee levels (entry, mid-level, and senior).

- **Sample size:** 150 respondents
- **Sampling units:** Branch-level employees from 10 leading private banks in Coimbatore

Data Collection

Data was collected using a **structured questionnaire** and **semi-structured interviews**.

- **Primary Data:** Collected via a questionnaire with Likert-scale items and open-ended questions.
- **Secondary Data:** Obtained from journals, HR reports, websites of banks, and government publications.

Research Instrument

The questionnaire was divided into five parts:

1. **Demographics** (age, gender, experience, designation)
2. **Job Satisfaction**
3. **Managerial Support**
4. **Compensation and Benefits**
5. **Career Development & Work-life Balance**

Each scale was validated through a pilot study (n = 20) and had a Cronbach's alpha score above 0.78, indicating high reliability.

Tools of Analysis

- Descriptive Statistics: Mean, SD
- Correlation and Regression Analysis
- ANOVA for comparing means across groups
- Thematic analysis for open-ended responses

Data Analysis and Interpretation

Demographic Profile of Respondents

Variable	Category	Percentage
Age	21–30 (45%), 31–40 (35%), 40+	20%
Gender	Male (60%), Female (40%)	
Designation	Entry-level (55%), Mid-level (30%), Managerial (15%)	
Experience	< 2 yrs (30%), 2–5 yrs (50%), 5+ yrs (20%)	

Interpretation: The sample is youth-dominated, indicating a dynamic and aspirational workforce in the private banking sector.



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Job Satisfaction and Retention

- A **strong positive correlation** ($r = 0.72$) was observed between job satisfaction and intent to stay.
- Key satisfaction drivers: recognition, team collaboration, role clarity.

Managerial Support

- Employees who rated their supervisors highly for supportiveness had a **63% higher retention tendency**.
- ANOVA results showed significant variance ($p < 0.05$) in retention intent based on perception of managerial empathy and fairness.

Compensation and Benefits

- While salary was not the top factor in retention, **performance-based incentives** and **insurance coverage** were valued.
- Regression analysis indicated that compensation explained 28% of the variance in retention behavior.

Career Growth and Work-Life Balance

- Lack of **clear career paths** emerged as a demotivating factor.
- 58% of respondents desired more **training and development** programs.
- **Work-life balance** scored poorly, especially for married female employees.

Findings of the Study

1. **Employee perception significantly impacts retention.** Those with positive views on management and growth tend to stay longer.
2. **Job satisfaction is the most influential factor**, surpassing compensation.
3. **Managerial behavior**—particularly fairness, transparency, and encouragement—plays a vital role.
4. **Career development opportunities** are critical, especially among younger employees.
5. **Work-life balance issues**, if not addressed, may lead to increased attrition, especially among mid-level professionals.

IV. DISCUSSION

This study reaffirms that employee retention is not solely dependent on financial rewards. The **human aspect of management**—respect, recognition, mentorship—often outweighs monetary incentives. In Coimbatore, where private banks compete for talent, fostering a **culture of care and career visibility** can be a game-changer.

While some banks have invested in leadership training and flexible work options, the application is inconsistent. Interviews revealed that employees in branches with empathetic leadership reported higher engagement and less intent to leave.

Moreover, employees voiced that **internal communication** and **transparency in promotion criteria** were lacking. Many expressed frustration over the opaque appraisal processes and limited upward mobility.

The findings align with global HR trends but emphasize the **regional and cultural nuances** in Coimbatore's workforce. Employees seek a **blend of professional challenge and personal stability**, which private banks must address through holistic HR policies.

V. SUGGESTIONS

Based on the findings and employee feedback from private banks in Coimbatore, the following actionable recommendations are made:

Enhance Job Satisfaction

- Conduct regular employee engagement surveys to track satisfaction.



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- Establish an internal feedback mechanism to address job role issues and workplace grievances.
- Recognize and reward contributions through formal and informal recognition programs.

Improve Managerial Support

- Provide **training for middle and senior managers** in emotional intelligence, empathy, and conflict resolution.
- Promote **transparent communication** from top-down to build trust.
- Encourage regular one-on-one interactions between employees and supervisors.

Reform Compensation Structures

- Offer **customizable benefits** such as health insurance plans, bonuses, and leave flexibility.
- Introduce **skill-based pay differentials** and clearer performance-based incentives.
- Ensure **salary parity** to reduce perceived inequity and dissatisfaction.

Develop Career Pathways

- Create **clear career progression charts** for each role and communicate these paths openly.
- Initiate **cross-functional training** to help employees explore different areas of interest within the bank.
- Invest in **certification sponsorships and mentoring programs** to upskill the workforce.

Promote Work-Life Balance

- Introduce **flexible scheduling**, hybrid work models (where possible), and mental health days.
- Implement stress management workshops and well-being initiatives.
- Encourage employees to **utilize earned leave** without guilt or penalty.

Establish Retention-Focused HR Policies

- Use **predictive analytics** to identify early signs of disengagement.
- Exit interviews should be standardized and analyzed to find patterns.
- Cultivate a **diverse and inclusive workplace culture** to make all employees feel valued.

VI. CONCLUSION

Employee retention in Coimbatore's private banks hinges on the multifaceted experiences of employees at the workplace. This study confirms that **employee perspectives—especially on job satisfaction, management quality, growth opportunities, and work-life integration—play a defining role** in their decision to remain in or leave an organization. Private banks must shift from transactional HR models to relational models that prioritize employee engagement, purpose, and psychological well-being. By investing in their people—not just financially, but emotionally and professionally—banks in Coimbatore can achieve higher retention, better performance, and a stronger employer brand. The study also highlights that while salary matters, it's **not the only or most critical factor**. Rather, respect, growth, fairness, and support are what keep people committed. Future research can explore longitudinal impacts of HR interventions in the same region for deeper insights.

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