RECENT TRENDS IN EMPLOYEE RETENTION AND ATTRITION RATE IN THE NEW GENERATION PRIVATE BANKS IN INDIA

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Abstract

The present article is portraying the recent trends in employee retention and attrition rate in the new generation private banks in India. The author has given detailed introduction to the content relating to the paper. The content of the paper is employee retention, attrition and turnover in the commercial banks particularly in the new generation private banks. The author has explained about the retention tools and resources, RBI governance on commercial banks, new generation private banks in India, transforming the way banking, present conditions of new generation private banks, private bank employee retention and attrition rate, recent trends in employee retention and attrition rate in private new generation banks, and review of literature. For these contents of the present paper, the author has discussed few concepts relating to the causes of attritions in general. The author has concluded that

Introduction

New generation banks' role in providing employment opportunities to young graduates is one of the most significant in India. The most important functions of the new generation commercial banks are marketing and collections. The young graduates have trained the base of collections and marketing strategies at most good faith in the commercial banks’ business. The incentives, allowances, and remunerations are motivated young graduates to push them into new constructs of stepping by putting efforts for the next promotion as for the social, economical, individual and career development. The next step of the young graduates is to seek the spouse to walk along with him to know the joy of the world for a shorter period of life temporarily. After succeeding in the new world that is a baby of him, he is entered the urge of lifestyle to earn more than their needs to survive their life for the new world. He knows himself well about his efforts are not sufficient. The new generation private commercial bank will identify his effortlessness from his performance during the period after getting a promotion. The new generation private commercial bank will seek a new young graduate to fulfill the needs to put the fullest efforts. The marketing and collection jobs in new generation private commercial bank are always been
opened to young graduates. Hence, the efficiency of the employees to be as always as good, it is good for the employees’ retention or otherwise, attrition is how the new generation private commercial banks will do that for the benefit of the bank. These are the origin of the employees’ attrition. The employees’ attritions ratios are high in the IT industries. Attrition is also very popular in call centers, BPOs, marketing goods and service-oriented organizations.

The author has revealed the same in commercial banks particularly in the private sector banks that come under the new generation. The employees’ statuses are having certain impacts on the retention and attrition activities of the private banks. The statuses are social, economical, educational qualifications and educational institutions. The social status is referred to the affinities in which community, religious, lingual and, friends and mates. Economical status is referred to as the lodging deposit during the appointment, having vehicle facilities, and good educational institution backgrounds. Educational status is referred to as professional programmes like M.B.A., B.E., C.A., I.C.W.A., A.C.S., and the like. Educational institutions’ status is referred to good reputational institutions like Anna University, IIM, IIT, SRM University, VIT, Annamalai University, Bharathiar University, PSG and Karunya Group of Institutions and where the institutions are sending their students through campus interview to branded employers.

The private bank employees are fetched the position as a branch manager is not a simple task, after attainments of many success alone promote them as a manager. The stress in the job and job dissatisfaction are the main ways lead to an exit from the job. The stress can be possible from the above statuses. The like-mind people association and disassociation will create stress in the works spot. Internal spy management system established organizations will create disputes among the employees that also will induce the employees’ attrition.

**Employee Retention**

Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain the employees in their workforce. In this sense, retention becomes the strategies rather than the outcome. 1 A distinction should be drawn between low-performing employees and top performers, and efforts to retain employees should be targeted at valuable, contributing employees. Employee turnover is a symptom of deeper issues that have not been resolved, which
may include low employee morale, absence of a clear career path, lack of recognition, poor employee-manager relationships or many other issues. A lack of job satisfaction and commitment to the organization can also cause an employee to withdraw and begin looking for other opportunities. Pay does not always play as large a role in inducing turnover as is typically believed. In a business setting, the goal of employers is usually to decrease employee turnover, thereby decreasing training costs, recruitment costs and loss of talent and organisational knowledge. By implementing lessons learned from key organizational behavior concepts, employers can improve retention rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only those employees whom they consider to be high performers. In today's environmental conscious behavior society, companies that are more responsible towards environment and sustainability practices can attract and retain employees. Employees like to be associated with companies that are environmentally friendly.

Retention: Retention refers to the procedures that organizational leaders take to encourage professionals to continue employment with the organization for the maximum period (James & Mathew, 2012).

Retention Tools and Resources

**Employee Surveys** – By surveying employees, organizations can gain insight into the motivation, engagement and satisfaction of their employees. It is important for organizations to understand the perspective of the employee in order to create programs targeting any particular issues that may impact employee retention.

**Exit Interviews** – By including exit interviews in the process of employee separation, organizations can gain valuable insight into the workplace experience. Exit interviews allow the organization to understand the triggers of the employee's desire to leave as well as the aspects of their work that they enjoyed. The organization can then use this information to make necessary changes to their company to retain top talent. Exit interviews must, however, ask the right questions and elicit honest responses from separating employees to be effective.

**Employee Retention Consultants** – An employee retention consultant can assist organizations in the process of retaining top employees. Consultants can provide expertise on how to best identify the issues within an organization that are related to turnover. Once identified, a consultant can
suggest programs or organizational changes to address these issues and may also assist in the implementation of these programs or changes.\textsuperscript{5}

**Employee Attrition**

Staff attrition refers to the loss of employees through a natural process, such as retirement, resignation, elimination of a position, personal health, or other similar reasons. With attrition, an employer will not fill the vacancy left by the former employee.\textsuperscript{6}

**Employee Turnover**

Employee turnover refers to the voluntary or involuntary loss of an employee, with the organization’s intent to fill the position vacancy. Turnover can be caused by similar reasons as attrition, but turnover is usually viewed negatively and as a burden for employers. Voluntary turnover refers to an employee’s decision to leave the organization, possibly do a better job offer, a lack of ample growth or development opportunities in the current role, poor pay, a hostile work environment, a feeling that they did not fit the company culture or more. Involuntary turnover refers to the termination or firing of an employee (with intent to replace) due to factors such as poor performance, behavioral issues, or serious malicious, or more. To calculate the company’s turnover rate, divide the number of employees who leave in a given year by the total number of positions has available. Keep in mind that some industries have higher turnover rates than others.\textsuperscript{7}

Turnover: Turnover is when an employee departs from an organization, and it includes suspensions, resignations, layoffs, and discharges (Hom, Mitchell, Lee, & Griffeth, 2012)\textsuperscript{8}.

**RBI Governance on Commercial Banks**

On October 3, 2018 there was a stunning actions have taken by the RBI based on the adjudications. During July 2018 to June 2019, the Department undertook enforcement actions against 47 banks (including nine foreign banks, one payment bank and one cooperative bank), and imposed an aggregate penalty of INR 1,238.6 million for non-compliance with/contravention of directions on fraud classification and reporting; not adhering to discipline while opening current accounts; not reporting to CRILC platform under RBS; violations of directions/guidelines issued by the Reserve Bank on KYC norms, IRAC norms, payment of compensation for delay in resolution of ATM-related customer complaints; violation of all-
inclusive directions and specific directions prohibiting opening of new accounts; non-compliance with the directions on cyber security framework and time-bound implementation and strengthening of SWIFT related operational controls; contravention of the directions pertaining to third party account payee cheques and non-compliance with directions on note sorting, directions contained in risk mitigation plan (RMP), directions to furnish information and directions on ‘Guarantees and Co-acceptances’. 

Source: RBI Annual Report, P-129, Chart VI.1 Monetary Penalties Imposed on SCBs under BR Act

Hence, the author has a discussion on how many banks are wrongly have done their duties, against that the RBI imposed the penalties to 45 banks in 2019 which means that the BJP government has no annoyance of responsibilities with SCBs performances. The total security of people's money is given under the penalty for fraudulent activities. The favour of the government is giving indirect support to giving loans to the higher willful defaulter. Finally, the defaulters are away from the country. The court and cases are not to be done here in India. How a man can have the dare be as against to a corporate and to the government. This question is raised in every Indian mind. It can possible through central government support. A small vendor, an
entrepreneur cannot do this fraud. Indian constitutional rights are not common to all. What is the position of the government? The result is “Nothing”.

**New Generation Private Banks in India**

According to Gauri Sankar (2016)\(^{10}\) Private sector banks were nationalized at two stages during 1969 and 1980. After 19 years, as per the new policy made available through Narasimhan Committee namely - Liberalisation, Privatisation, Globalisation during 1991, Government of India permitted new private sector banks in the country. HDFC was the first bank to get a licence to open a bank branch under new generation banks; however, ICICI bank opened its first branch in the country. Now the following are the new generation banks in the country. Such as HDFC bank limited, ICICI bank Limited, Kotak Mahindra Bank Limited, UTI Bank limited now known as Axis bank limited, Yes Bank Limited, Bhandan Bank Limited, DCB bank Limited, and IndusInd Bank Limited. Annapurna and Manchala (2017)\(^{11}\) have stated the banking sector reforms introduced by government of India based on the recommendations of Narasimham committee in the years 1991 and 1998 resulted in substantial changes in the Indian banking sector. These recommendations have turned around the destiny of Indian commercial banking sector. Hence, the year 1991 is also called as the year of 'Banking Sector Reforms' which opened gates to the private and foreign banks. The private banks which came into operation after 1991 are called "New Generation Private Sector Banks". Gowindan Nampoothiri P M (2018)\(^{12}\), former GM (Rtd.) at Reserve Bank of India (2001-2008) stated that the banks which are technology based and under CBS right from the beginning. These are totally new banks started under New Banking Policy.

<table>
<thead>
<tr>
<th>Name of the Bank</th>
<th>Year of Establishment</th>
<th>Head Quarters</th>
<th>Number of Branches</th>
<th>Revenue</th>
<th>Total Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bandhan Bank</td>
<td>2015</td>
<td>Kolkata, West Bengal</td>
<td>1000</td>
<td>INR43.20 billion</td>
<td>INR302.36 billion</td>
</tr>
<tr>
<td>IDFC First Bank</td>
<td>2015</td>
<td>Mumbai, Maharashtra</td>
<td>301</td>
<td>INR85.327 billion</td>
<td>INR1,121.6 billion</td>
</tr>
<tr>
<td>Yes Bank</td>
<td>2004</td>
<td>Mumbai, Maharashtra</td>
<td>1050</td>
<td>INR3.6 billion</td>
<td>INR2,150 billion</td>
</tr>
<tr>
<td>Kotak Mahindra Bank</td>
<td>2003</td>
<td>Mumbai, Maharashtra</td>
<td>1,369</td>
<td>INR211.76 billion</td>
<td>INR2,146 billion</td>
</tr>
<tr>
<td>HDFC Bank</td>
<td>1994</td>
<td>Mumbai, Maharashtra</td>
<td>4,787</td>
<td>INR816.02 billion</td>
<td>INR8,638 billion</td>
</tr>
<tr>
<td>ICICI Bank</td>
<td>1994</td>
<td>Mumbai, Maharashtra</td>
<td>4,882</td>
<td>INR736.60 billion</td>
<td>INR12,720 billion</td>
</tr>
<tr>
<td>IndusInd Bank</td>
<td>1994</td>
<td>Mumbai,</td>
<td>1,004</td>
<td>INR185.77 billion</td>
<td>INR1,786 billion</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>Axis Bank</td>
<td>1993</td>
<td>Mumbai, Maharashtra</td>
<td>4094</td>
<td>INR414.093 billion (US$5.8 billion)</td>
</tr>
</tbody>
</table>

Source: https://en.wikipedia.org/wiki/List_of_banks_in_India#Private-sector_banks

**Transforming the Way Banking**

According to Chanda Kochhar (2012)\(^{13}\), “when the new generation private sector banks started operations in 1993, they had to compete against established players, some of whom had been in business for over a century. The market was dominated by the state-owned banks, which had strong branding as well as a widespread branch network. There were also foreign banks operating in India. While the foreign banks were not big in terms of the branch network, they had innovative products and a very customer focused approach to the business. The new generation private sector banks had to carve out a niche for themselves within this framework. Thus the first decade was spent focusing on the corporate banking model. The second decade - post 2000 - saw them scaling up the retail banking and consumer lending businesses.” “The new banks developed the concept of direct selling agents who reached out to customers with credit products, taking loans to the customer's doorstep. Not only did the private sector banks expand in this manner, their example forced public sector banks to also adopt similar strategies. The Indian market is a growing market and to keep succeeding one has to explore the existing opportunities well. The banking sector is expected to grow at 2.5 to three times the country's GDP growth rate. For individual banks, a lot will depend on their underlying business strategy. The differentiator will be a bank's efficiency and innovation. How well it manages risk - and, therefore, profitability - will also be a key factor.” The CEO of ICICI (2012) stated that India's growth was driven by the growth in consumption. It was not the industrial sector but the new services-led economy, the age demographics and rising incomes that fuelled the growth.

**Present Conditions of New Generation Private Banks**

Now in 2020, the banks are coming to the diplomatic way of banking under the control of ruling parties, why, the RBI is holding the statements (government Orders) of the central government, the RBI hands are tied, the GDP and the repo system is collapsed by the recessional economic inconsistent position. The stock market is galloping at a top, gold rate is at the top, how? These are preplanned and envisaged to get the profit of selling stocks of big stock traders around 35 to 50 percent at a good margin of profit. But the new generation banks are affected by the investment portfolios under the big and popular businessmen in the country with the help of
politicians. The COVID-19 is the next stringency to all the governments throughout the world to down the economy. Hence, the new generation private banks are entrapped with the issues of down-trend of the capital market, automobile market, money market, export and import, bullion market, and all domestic and international market; issues of COVID-19; and inefficiency of a stable of crude oil (petroleum) price even the rate has been decreased in the international market, the BJP government (including all state governments) is supporting to the corporate and get the full price from the general public. Here, the author has declared that the government, politicians, and corporate(s) are not for the people, to the people and by the people only making money from the people with the help of the banking industry. The new generation banks are held in many issues, all the issues are not solved immediately even the Supreme Court has been giving the adjudications, nobody is ready to respond it, how? The politicians are behind the issues. Therefore, the few new generation private banks are in a position to windup their business that will happen soon (e.g., Yes Bank). At this juncture, the politicians/central government will help them, why because, they are behind the issues. But they express like we help the private banks from the issue. How these issues are originated, a deep investigation is required to explore the issues. These activities are the bases to the circumstances of employees’ attritions in the new generation private banks, because of, employees of these banks are not having any job securities. The retentions are possible to the middle and top-level employees of the new generation private banks. Who are the middle and top-level employees a particular community of the Hindu is holding the majority of the middle and top-level employment? This is happening and will happen in India. The higher education system in India is wrongly set up is the reasons behind these problems (IIM, IIT, and the like).

Select Performance Indicators of Scheduled Commercial Banks in India

Source: Financial Stability Report Issue No. 19, RBI June, 2019, P 18
The employment opportunities of the private banks are in the critical and inconstant position of every moment in every year, even though the select indicators of the private banks showing that the credit and deposit growth have been existing positively than the public sector and foreign banks. The return on equity and return on assets is in the downtrend for the past two years 2017 and 2018. The frequent employees' attritions, demonetization, and inflationary conditions are the phenomenon of the downtrend.

Private Bank Employee Retention and Attrition Rate

Aneesh Kumar (2017) has mentioned that the attrition rate of employees working in Private Sector Banks are more in the recent time due to increased workload with moderate package of financial benefits. Moreover working timings in the shift basis and non-conduciveness environment forced the employees to search better companies. Thus the need for an authentic basis of design suitable for employee attrition is identified as researchable area and the same has been foundation for the study.

Recent Trends in Employee Retention and Attrition Rate in Private New Generation Banks

According to Gayathri Parthasarathy (2020) stated that “Public sector banks (PSBs) in India have been playing an important role in the banking system and the economy since 1970. They have earned the trust and goodwill across customer segments and have also been driving the social and financial inclusion agenda through their rural presence, sponsorship of Regional Rural Banks (RRBs), support to MSMEs and fostering microfinance. The Indian banking landscape has changed dramatically over the past decade with PSBs steadily losing market share to private sector banks. As per the RBI Report on Trends and Progress of Banking 2018/19, from a high of 74 per cent in 2010, PSBs' share of banking assets has steadily declined to 61 per cent in 2019. There have been several reasons for, primary being the NPA crisis, which has plagued PSBs since 2015. Given the magnitude of the issue, the RBI imposed curbs on lending and put
11 PSBs that had greater than 10 per cent net NPA and lower than 9 per cent Capital to Risk Weighted Assets Ratio (CRAR) under Prompt Corrective Action (PCA) in order to reduce further deterioration in asset quality and conservation of risk capital. These restrictions have created a significant gap in the banking industry. Well-governed private banks, which have significantly leveraged technology, have taken big strides, particularly in retail and SME finance, considering the restrictions that PSBs faced. This is substantiated by the fact that credit growth for PSBs has been 2 per cent CAGR between 2015 and 2019, whereas it has been 20 per cent for private banks. As per KPMG in India's estimates, private banks are poised to overtake PSBs in terms of asset share by 2025, assuming they continue to grow at a similar rate. However, PSBs remain a vital cog in the overall banking system given their scale.” She also explored the information relating to the mergers of PSB that Merger of 10 PSBs (accounting for 25-30 per cent of banking assets) is expected to slow down growth in the short term but result in higher operating efficiency in the long run. Empirical evidence from past bank mergers suggest that it takes 2-3 years for the merged entity to start realizing synergies. The four newly announced mergers are likely to follow this trend. Based on past growth rates for merged PSBs and the growth rates for PCA banks, the PSB sector is estimated to grow at a CAGR of 6.15 per cent and reach `212 lakh crore by FY2025. This implies a market share of 52 per cent for PSBs (current market share is 61 per cent), 46 per cent for private banks (higher than the current 32 per cent) by FY25, based on our estimates. Larger banks are likely to drive credit growth among PSBs in the short term. Six other PSBs were kept out of this round of consolidation, of which three continue to be in PCA.

**Review of literature**

Aneesh Kumar (2017)\(^{16}\) has stated that the attrition and retention are opposite phenomenon driven by corporations and other employers. Employee attrition refers to the loss of employees through a number of circumstances, such as resignation and retirement. Retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. It is beneficial for the organizations as well as employee. Attrition rate in Kerala Gramin Bank is comparatively low. Work stress is the major reason of attrition in banking sector. Keeping employees on the success track for a long time in the same organization is more important. Employee retention is also a
major goal of the organization. Major reason behind attrition is personal reasons. People are looking for more incentives. So that is the best way to attract employees.

Surendra Kumar A., and Venkatrama Raju D (2015)\textsuperscript{17} have quoted as “New generation banks are not just banks who are involved in the implementing a new strategy for the sake of survival. But, banks who are involved in the process of creating a paradigm shift to overcome the ever-changing market requirements and customer preferences by the way they organize the internal and external activities, and initiatives by considering traditional human values and using modern technology. That may result in creating larger revenues by properly investing and managing the funds to create optimum profit and goodwill for the long run of the business can be considered and proved as sustainable”. They concluded that what new age banking and its trends what their customers expect the banks of tomorrow to look like and what they should focus on, the right choice for adoption may vary from bank to bank. India will become more and more knowledge supported, capital will emerge as the finest assets of the banking system. Ultimately banking is people and not just figures. Therefore, new age will focus customer desires not by government desires.

Gauri Dwivedi (2017)\textsuperscript{18} has found that “the attrition rate for AXIS Bank year by year its increasing because of many reasons and many organisations are providing different types of working facilities which creates a keen competition in the market. Bank has adopted Creative HRM Strategy to counter Attrition. Most of the respondents were not fully aware of the company’s terms and conditions since joining the organisation. The problem is mostly found in Junior Level Management. The main focus of the Bank should be on the issues of junior Level Management.” According to Axis Bank Officials “There is a huge vacant space that needs to be filled up. We will be offering more branches next year. We’re also having a different approach to delivering to our customers. So some of our formats, like Burgundy (a service especially for high net worth individuals) will expand,” he added.

Ashwini Purohit (2016)\textsuperscript{19} stated that “one in four employees in the organized sector in India is set to switch jobs, the highest attrition rate globally, according to a study. The series of fresh investments planned across sectors could raise demand for talent even as economic conditions remain lackadaisical, raising concerns on employee commitment and retention. The new generation private banks include the likes of ICICI Bank and HDFC Bank. Their branches have a relatively large proportion of their staff dedicated to sales. These include those involved
in cross selling products of group companies such as mutual fund and insurance. Banks are able to survive the attrition since the primary function of the high turnover staff is sales and they are not involved in operations. “However, the employees interacting with customers during the sales process do not have a long term stake in the business. This creates a challenge in ensuring that proper promises are made to customers while soliciting business and that customers are handled well at the time of sale” the report said. She mentioned that less salary, irregular payment, and improper management are the main causes of employees’ attrition and its impact on employees’ turnover. Nearly 55% of Indian employees expressed concerns about the fairness of their compensation and the extent to which benefits meet their needs (48%). One in every three employees expressed concern over a lack of confidence in being able to achieve their career objectives with their current employers (37%) as a result; they are concerned about opportunities for learning and development (39%) and supervisory coaching for their development (36%). She concluded that “Turnover is a burning issue for any organization. For the steady productivity of an organization it is essential to maintain its skilled workforce. But most of the times it is very difficult to control the turnover rate within organizations. There are so many factors that affect turnover. A satisfactory salary structure helps to reduce turnover though job security also is an important issue. But it is not the only and always the solution for the authority. A person does not stay in an organization only for salary but he/she may stay for many other reasons such as, rearranging employees, better working environment, preferable job location etc. Productivity of an organization depends on the skills or expertise of its workforce. A skilled worker may be an asset for any organization. If a skilled person leaves an organization the effects will be very high where as in case of a semiskilled or un-skilled person the effect will be less. It is therefore, crucial to maintain a constant workforce particularly for the skilled ones in an organization to reduce turnover for the betterment of the organization.”

**Discussion**

The Indian government is concentrating on the stability of political consistency in the empowerment of ruling in every state of India. In Tamilnadu, AIADMK has favored the BJP government, Madhya Pradesh ruling party chief minister resigns his post due to the BJP diplomatic strategy of fetching the government. Here, think is, the efforts of the BJP government is good, if it is utilized fully for the development of the nation, the result may good in all the sector of the economy. They failed to observe and act for the issues. Hence, even in the private
sector, new generation banks have been trended like mismanagement (ICICI), fake financial facts (YES Bank), improper lending procedure, heavy loss from investment in the capital market and employees’ huge turnover rate. The result of these conditions is unemployment. The employee turnover ratio is increased day by day will insist on another economic recession in the future that will kill more people than the COVID-19. In 2020, the private new generation banks are imbalanced to stand its financial conditions at the phenomena of economic surveillance “everything not remains constant”. The transparencies of economic conditions are understood by the investors at every point of the ups and downs of the market. It seems to make from the market big data to alert the investors to be safer from their investment. Therefore, investors and employees are in the same stream to assess the market as well as banks' stability in business.

Conclusion

Getting employment is a victory task of graduates during the entreating of a new job, the individual and career development of the personnel assures the job security with promotions and other benefits if the organizational development is good. The HRD climates of the organization and the employees’ turnover are highly correlated with each other. Hence, there is a need to assess the new generation private banks employees attrition, retention, and turnover rate. The present paper is found that Indian billionaires are busy in looting banks with government support. It is a favour of other countries' development. The government should give an assurance to the employment opportunities in the new generation and old private banks like the public sector under the constitutional reservation roster. The government is afraid of the so-called high-class community in Hindu (Brahmin) will lose their job due to irrational employment ratio prevailed in the private sector. The majority of the employees got employment abroad, particularly in America and The Great Briton. They know well about them one day the revolution will come against irrational employment held by the communal categories. The communal is deviated by them; hence, the problem is coming to them, is the cycle of deviation. It will happen soon by the next government. There is a need for private new generation banks are also our own (Indian) banks except for foreign banks. If they are not accepted these conditions, the total business of the private bank will be avoided by the Non-Brahmins using withdrawing whole deposits within a weak is possible. The job security through the reservation in new generation private bank will reduce the employees' attrition and employees turnover rate. We need four banks under its umbrellas, such as Indian Private Banks, Indian Public Banks, Indian
Cooperative Banks, and Foreign Banks in India. All are should be equal for employment opportunities to the Indian graduates except foreign banks in India. Therefore, the mergers and acquisitions of the banks will be going to revamp during 2025-26. At that point, the Indian government and economic conditions will boom in the world arena. A person does not stay in an organization only for salary but he/she may stay for many other reasons such as rearranging employees, better working environment, preferable job location, etc. The productivity of an organization depends on the skills or expertise of its workforce. A skilled worker may be an asset to any organization. If a skilled person leaves an organization the effects will be very high. There is a huge vacant space that needs to be filled up. Indian private banks will be offering more branches next year. They are also having a different approach to delivering to their customers. what new-age banking and its trends what their customers expect the banks of tomorrow to look like and what they should focus on, the right choice for adoption may vary from bank to bank. India will become more and more knowledge supported, capital will emerge as the finest assets of the banking system. Ultimately banking is people and not just figures. Therefore, the new age will focus on customer desires, not by government desires. The government should need to research for the above four big broader of banking in India.

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