

Factors Impacting Employee Motivation and Retention in the Banking Sector: A Systematic Review

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Abstract

Purpose: Employee motivation and retention are essential aspects of organizational performance and competitiveness in the dynamic nature of the banking sector. This systematic review discusses critical factors that shape employee motivation and retention, concentrating on organizational culture, leadership, remuneration, and career advancement opportunities.

Design/ Methodology/ Approach: A systematic review approach was used by conducting current empirical and theoretical studies concerning employee motivation and retention in banking. The review focuses on the issues of organizational culture, leadership, remuneration, career growth, and sector-specific issues such as digitalization and regulatory stresses.

Findings: The findings also point to industry-specific factors, such as overwork, pressure, regulatory challenges, and the need for digitization, that require specific solutions like flexible working, upskilling, and stress management interventions. The study further points out that the expectations of the employees are divided into generations and that human resource policies should adapt to the different workforce aspirations while maintaining organizational goals. The review indicates that financial and non-financial incentives, a good work environment, and the welfare of the employees are factors that can be used to prevent turnover.

Originality/ value: This study serves as a wake-up call to banking firms, suggesting an equal approach to addressing financial, personal, and professional elements of employee happiness. For further study, the regional and sectoral variation would be much more beneficial, wherein feedback from the employees would bring out more refined intervention. Organizational strategy aligned with that of employees by the banks makes sure to enhance long-term engagement and competitiveness.

Keywords: Banking sector, Career development, Compensation, Digital transformation, Employee motivation, Employee retention, Leadership, Organizational culture, Talent retention, Work-life balance.

1. Introduction

Employee motivation and retention have become essential factors in the continuance of organizations' performance and competitiveness, especially in the banking industry. Banking institutions are in a highly dynamic environment where the customer's satisfaction and financial performance rely heavily on the employees' commitment and satisfaction. Some of the challenges related to retention, such as the high rate of turnover and job dissatisfaction, affect the performance of the organization and underscore the necessity for focused interventions that enhance employee motivation and minimize attrition (Madan & Bajwa, 2016). According to

research, intrinsic factors such as career growth opportunities and recognition and extrinsic factors like compensation and benefits are the fundamentals of job satisfaction (Rathiha & Kumari, 2017; Dikshit & Jain, 2017).

The studies have further established that organizational culture and leadership quality do play an essential role in employee motivation. In every instance, supportive management practice, good communication, and a healthy work-life balance are factors directly correlated with greater levels of engagement and retention among employees (Kaur, 2015). Furthermore, specific challenges of being stressed by long hours and demands for continuous skill upgrades raise the demand for banks to focus on a holistic approach that addresses well-being at both physical and emotional levels (Memon et al., 2016).

Employee retention strategies should not ignore generational factors when devising strategies to adapt within the banking sector. Such considerations include how millennials rate satisfaction at work, considering meaningful work, appreciation, and opportunities for growth, and thus adapting human resource policies toward those expectations (Lactaotao, 2022). Banks can mitigate their turnover rates by fostering a good working environment and aligning the goals of the organization with those of the employees (Pandey & Singh, 2016).

A) Motivation Factors:

Motivation at work has many factors that influence, and compensation forms a high percentage of what drives such motivation, due to fair and competitive pay related to high employee satisfaction and performance (Kuvaas et al., 2017). Job security also plays a role since the employee feels they are secure, hence stress-free, and motivated to achieve more on the job, thus increasing productivity and reducing strain on their activities (Chirumbolo et al., 2021). Besides, career growth opportunities, like promotions and professional development programs, are some of the intrinsic motivations because they satisfy the need for achievement and self-fulfillment of an individual (Van den Broeck et al., 2016). Finally, work-life balance has emerged as one of the crucial motivators because flexible working arrangements help employee to effectively control their personal and professional tasks and responsibilities, which improves job satisfaction and reduces stress or burnout (Allen et al., 2013).

Career promotion opportunity has an impact on work motivation more than salary, bonuses, and monetary rewards (Nguyen, et. al., 2023). Work-life balance, organizational climate, and compensation positively contribute to employee motivation, while employee performance is partially influenced by employee motivation (Munawir, et. al., 2024). Intrinsic motivation, as personal growth and recognition, alongside extrinsic motivation, comprising financial rewards and job security, plays a very significant role in employee performance (Rachmawati, et. al., 2024). The availability of career advancement opportunities and support for work-life balance increases motivation and engagement among employees to improve organizational performance and satisfaction at work (Samsudin, et. al., 2024). Work-life balance can greatly influence the choices Indian women make regarding their careers, as well as motivate them to perform (Ali, et. al., 2024). Employee motivation acts as the mediator in the relationship between compensation and employee engagement, not work-life balance (Setiyani, et. al., 2019). Job satisfaction and employee performance are the positive impacts of motivation, career development, and compensation (Komara, 2023).

Here are some important factors influencing employee motivation:

- a) **Fair compensation** - Compensation is a payout that encourages an employee to dedicate personal time and effort to his task. Employee satisfaction improves when compensation meets or exceeds expectations, but it decreases when pay falls short (Hyz, 2010).
- b) **Opportunity for promotion** - Promotion may help a person develop in their career at any company. An employee is usually promoted to a higher position as a reward for his hard work and loyalty to the organization. Promotional opportunities may have a substantial influence on employees' work satisfaction and morale (Syed & Yan, 2012).
- c) **Interpersonal relationships** - An employee's interpersonal connection essentially relates to the extent of his interactions with superiors as well as the quality of his relationships with other workers and superiors. Relationships characterized by positive emotions are important for fostering employee happiness (Sypniewska, 2014).
- d) **Working conditions** - Another important factor influencing job satisfaction is working circumstances. More job satisfaction and reduced weariness will result from improved working conditions (Koorella & Perumal, 2019).
- e) **Job security** - Job security is significant since it significantly affects workplace outcomes. There seems to be a strong correlation between job stability and work satisfaction. When researchers examined how work uncertainty affected job satisfaction, they found that it resulted in lower levels of commitment and satisfaction (Ashford et al., 1989).
- f) **Leadership style** - The style of a leader has been found to affect employee work satisfaction. Supervisors who focus on their work and assist them in resolving personal and professional issues see an increase in employee job satisfaction (Wadhwa, 2011).
- g) **Benefits package** - Employee excitement and job satisfaction are also boosted by a comprehensive benefits package that includes incentives, additional paid time off, and amenities such as cafeteria facilities and transportation (Hosain, 2014).
- h) **Flexible working hours** - Individuals who work in banks usually have long and hard jobs. Therefore, the number of hours worked is a crucial component in determining job happiness (Syed & Yan, 2012).
- i) **Training and development programs** - Technology and globalization make it harder for firms to compete globally. To be competitive, employees need to learn the latest technological advancements. Employee satisfaction results from training and development programs that can improve an employee's knowledge, abilities, and qualities (Abuhashesh, 2012).
- j) **Performance appraisal** - Employees will react more positively and be more inclined to participate in extracurricular activities if they believe that judgments about performance reviews are fair (Colquitt, 2001).
- k) **Recognition** - Appreciating and acknowledging employees' efforts is crucial, particularly when they go above and beyond the call of duty. High levels of work satisfaction among employees have been demonstrated to be mostly attributed to recognition. (Sypniewska, 2019).
- l) **Stress level** - Despite being private by nature, occupational stress has a major detrimental impact on businesses (Shakil, 2022). Thus, higher levels of stress might have a detrimental impact on work performance by lowering motivation and job satisfaction. Conversely, employee satisfaction will rise as work-related stress decreases.
- m) **Physical work environment** - Since employees spend much time at work, creating a comfortable environment is essential. Offering workers comfortable desks, enough lighting,

space to move about, and productivity tools speeds up tasks and increases job satisfaction (Alammar, 2016).

B) Retention Factors

Organizational culture is considered one of the major influences in terms of retention factors for an organization. This is so because the sense of belonging and being aligned with company values contributes to an organization's ability to retain its employees (Lee et al., 2020). Leadership quality has also come out as being a paramount factor since leadership styles can be supportive, and transformational, and those that develop the commitment of workers (Kara et al., 2018). Recognition and rewards also motivate retention, for they satisfy the psychological needs of employees to be appreciated and motivated (Bhatnagar, 2020). Furthermore, professional development opportunities like training and career advancement are important since they enhance the growth of the employees and future aspirations (Noe et al., 2017).

Motivations relating to the retention of the worker, come along with money, career progression, character job, managerial support, reputation, work-life balance, and leadership (Ramachandran, et. al., 2022). The relationship of good working and friendship among employees is one of the organizational factors (Meirinhos, et. al., 2018). Organizational culture, good support for the staff, manageable workload, and quality care are the basic determinants affecting the UK mental health services' staff retention (Long, et. al., 2023). Appreciation and stimulation of the employees, personal development, and skills for leadership and experience were major contributors to maintaining employee retention (Kyndt, et. al., 2009). Job satisfaction, organizational culture, leadership style, career development opportunities, and work-life balance are a few factors that affect personnel engagement and retention (Behera, 2024).

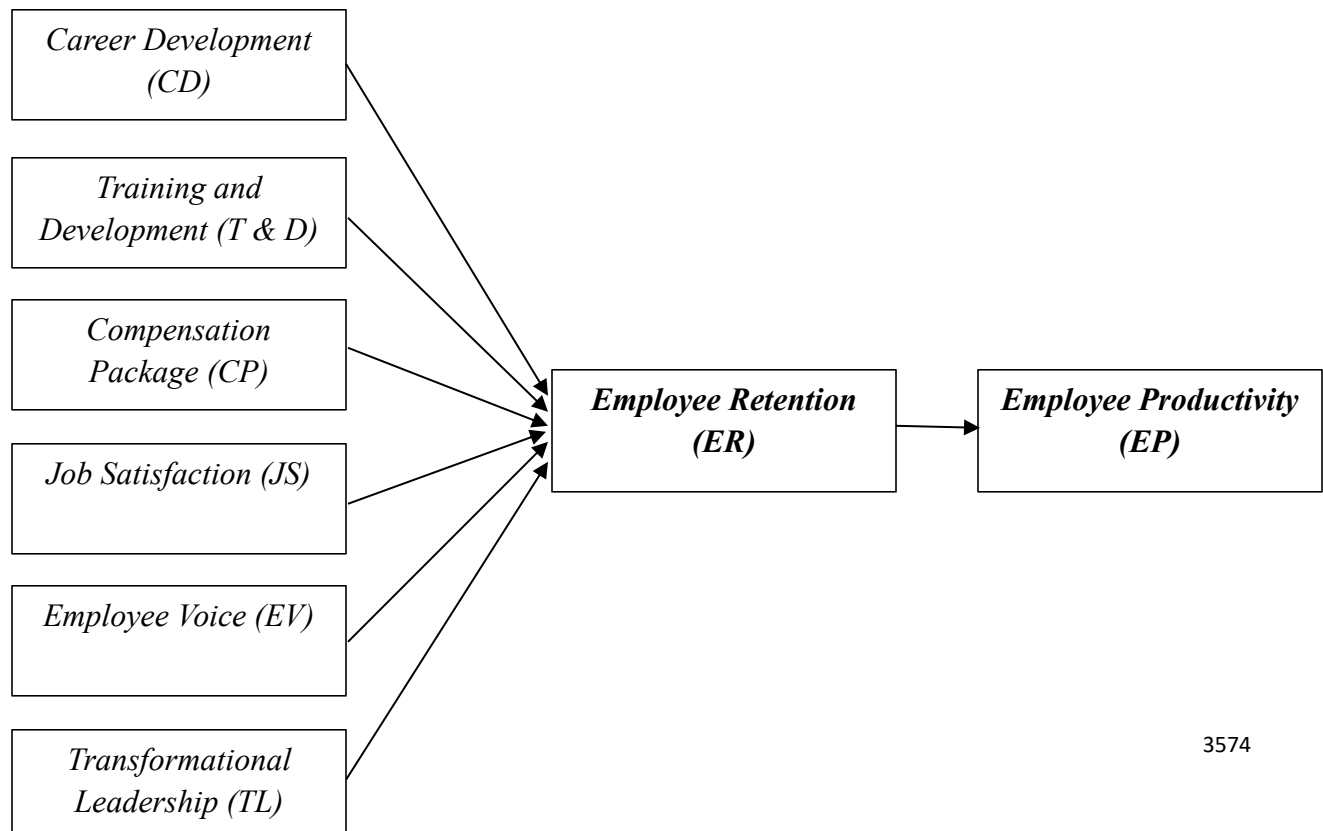


Figure 1: The Conceptual Framework
Source: Tania & Kowser (2022)

2. Research Objectives

- Obj1** To identify the key factors influencing employee motivation in the banking sector.
- Obj2** To examine the primary factors contributing to employee retention in the banking sector.
- Obj3** To analyze the relationship between organizational practices and employee motivation and retention in the banking sector.
- Obj4** To explore the impact of industry-specific challenges, such as technological advancements and regulatory pressures, on the motivation and retention of banking employees.

3. Research Methodology

➤ *Search Strategies*

According to the stated goals, studies from Scopus that include factors and "factors impacting employee motivation and retention in the banking sector over twenty century, ranging from 2001 to 2024," are relevant. This decision was made because the Scopus database is a bibliographic database that includes the most influential publications in social sciences, economics, and finance. In addition to offering more than 25,000 publications from over 7,000 publishers globally, Scopus also provides thorough coverage and trustworthy data for evaluating research. Using the following parameters, relevant literature was retrieved: TITLE-ABS-KEY ("Motivation" OR "Satisfaction" OR "Engagement") AND TITLE-ABS-KEY ("Retention" OR "Retain") AND TITLE-ABS-KEY ("Bank* Sector" OR "Bank* Industry"). The search criteria were carefully chosen to create a comprehensive dataset that would cover a wide range of articles on the factors influencing employee motivation and retention in the banking sector. When they applied the logical operator "AND" to those fields, the recovered papers' conclusions were expected to encompass all of the study's important facets.

The search strategy also employed specific filters:

- **Time Frame:** To identify research trends over the twentieth century, papers published between January 1, 2001, and December 15, 2024, were evaluated. This time frame was chosen after a preliminary analysis showed that the most important and pertinent articles on the subject appeared starting in 2001. This timeline guarantees that the study stays thorough, well-known, and in line with the field's research progression, giving a better knowledge about the topic.
- **Language:** Only English-language articles were considered to maintain uniformity and accessibility for the systematic review's analysis.

The study involved downloading search results in CSV format from the Scopus database to import bibliographic information, such as authors, publication years, and citation details based on abstracts. After reviewing all the imported papers, a select few were chosen for further evaluation with the research objectives.

Table 1: The criterion of determining what is included and excluded

Criterion	Inclusion	Exclusion
Thematic Areas	All thematic areas relevant to the “Banking Sector”	Irrelevant thematic areas (e.g., unrelated fields)
Geographical Scope	All countries/territories	None
Language	English	Non-English languages
Timeframe	Concerning 2001-2024	Before 2001 and after 2024

Source: Author's Elaboration

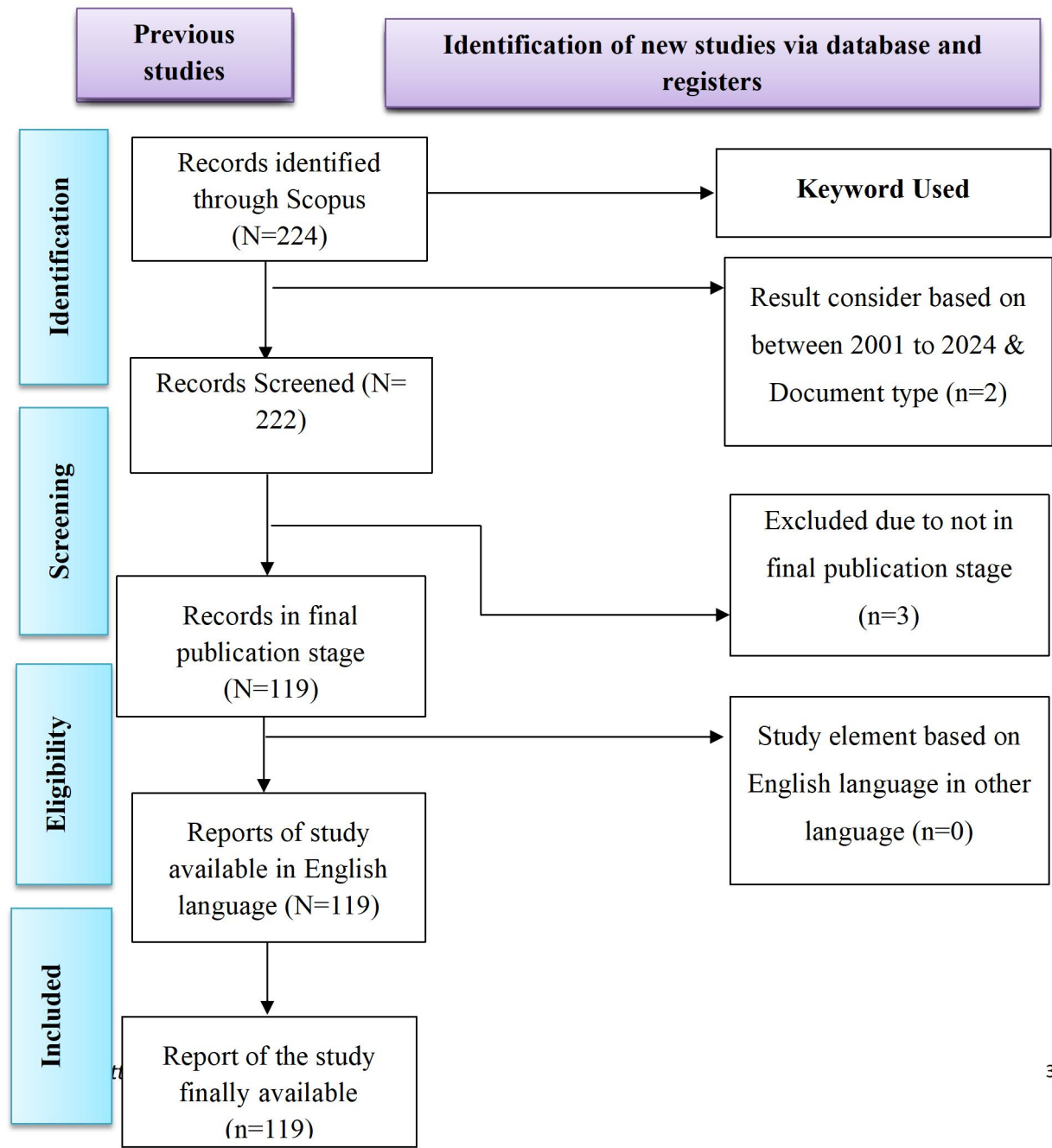


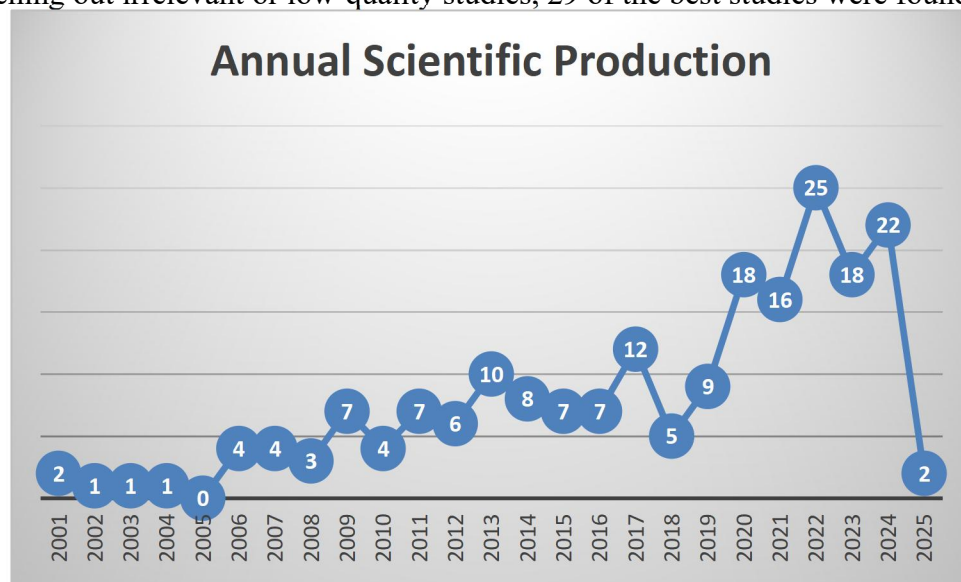
Figure 2: Flowchart of Screening
Source: Author's Elaboration

Document preprocessing was used to decrease noise, duplication, and missing information in the Scopus database's article metadata. The total dataset comprised 119 articles. Data was received in CSV format and then processed using Microsoft Excel and Microsoft 365. The dataset for this study was obtained in CSV format from the Scopus database. Document preprocessing was performed to eliminate noise, duplication, and incomplete data. After a thorough evaluation of the 119 articles in the dataset, a subset was selected for detailed analysis aligned with the research objectives.

4. Result

4.1 Search Outcome

Electronic searches retrieved 224 documents, of which 199 articles were chosen for further analysis based on their relevance to the research question, as assessed in their titles and abstracts. After screening out irrelevant or low-quality studies, 29 of the best studies were found.



Due to a lack of awareness and priority of these issues in organizational strategy, research on employee engagement and retention in the banking industry remained relatively low from the starting coupling years. Human resource issues have historically received less attention from the banking sector than financial performance, risk management, and regulatory compliance. However, there has been a recent boom in research on these subjects due to increased competitiveness, rising job discontent, and high attrition rates. The COVID-19 epidemic increased awareness even more by highlighting the need for work-life balance, employee engagement, and well-being in retaining talent and achieving corporate success.

4.2 Themes Identified from the Studies

The following themes are related to employee retention and employee engagement in the banking sector:

- a) **Compensation and Financial Benefits:** Salary structures and extra allowances were the often most significant motivators of employees in general.
- b) **Career Development Opportunities:** The possibility of specializing in promotion or professional development was the repeated variable that impacted employee retention.
- c) **Employee Engagement and Work Environment:** The main success and stability drivers were a positive work culture, the influence of leadership, and engagement levels.
- d) **Impact of Digital Transformation on Employee Roles:** This necessitates upskilling to address changes in technology coupled with rapidity, thereby maintaining morale and performance and helping create interest in employees, which affects engagement.
- e) **Training and Continuing Education:** Accessibility to seminars and workshops with additional training boosted professionalism and resulted in high retention.
- f) **Recognition and Management Practices:** Personal acknowledgment, positive reinforcement, and good management-employee relationships appeared to be vital for preserving a favorable work environment.

Table 2: Major Themes Identified in the Studies

Authors	Year	Compensation and Financial Benefits	Career Development Opportunities	Employee Engagement and Work Environment	Hospital /Organizational Infrastructure	Impact of Digital Transformation on Employee Roles	Training and Continuing Education	Recognition and Management Practices
Anand N.; Duggal T.; Soreng E.	2024	X		X				
Theodorsson U.; Gudmundsdottir S.; Gudlaugsson T.	2023	X	X		X			X
Arora M.; Mehta M.	2021	X		X	X			
Kukreja J.	(2024)	X		X		X		
Hutauruk G.S.; Hartadi Y.; Prasetyanings S.W.	2023	X				X		
Peng Z.; Li	2021			X	X			

X.								
Naeem F.; Khurram S.	2020			X				X
Meenakshi N.; Shashi Kumar M.; Eshwari B.; Jayashanka r J.; Chandrakh anthan J.	2025		X	X		X	X	
Harunavam we M.; Pillay D.; Nel P.	2020			X				X
Panigrahi A.; Khaire R.; Hota S.; Taggar R.; Kumar A.	2024			X				
Alrazehi H.A.A.-W.; Amirah N.A.; Emam A.S.M.	2021	X	X				X	
Maitri; Singh S.	2023							X
Ngobeni D.A.; Saurombe M.D.; Joseph R.M.	2022			X				
Almomani L.M.; Sweis R.; Obeidat B.Y.	2022		X					
Jimad H.	2020							X

Yapanto L.M.; Diah A.M.; Kankaew K.; Dewi A.K.; Dextre- Martinez W.R.; Kurniullah A.Z.; Villanueva- Benites L.A.	2021	X			X			
Alzghoul A.; Khaddam A.A.	2024		X		X			
Nkoana M.E.; Matjie M.A.	2024	X						
Mukonowes huro J.Z.; Sanangura C.; Munapo E.	2016							X
Al Araithi A.A.	2013			X				
Eseme Gberevbie D.	2010	X						
Tlaiss H.A.	2013							X
Němečková I.	2017	X						
Chitra K.; Badrinath V.	2014	X						
Ghosh P.; Rai A.; Chauhan R.; Gupta N.; Singh A.	2015	X						

Saeed R.; Lodhi R.N.; Iqbal A.; Munir M.; Sandhu M.A.; Amin A.	2013	X						
Arokiasamy A.R.A.; Baba R.	2019							X

Table 2 overviews studies on selected key themes related to factors influencing employee engagement, retention, and performance in banks. Covered by the studies are quite a number of years and several geographical contexts, which reflect the nature of both the banking industry and its workforce. These articles explore many aspects of employee motivation, engagement, job satisfaction, and talent retention strategies, often in relation to organizational practices, such as compensations, training, performance management, and leadership. The keywords related to the study capture critical topics in these studies, ranging from employee engagement and psychological well-being to talent management, digital transformation, and organizational culture. Several studies show that external causes, including the COVID-19 pandemic, technological advancements, and global banking competition, have a significant influence on employee outcomes. The table also puts more emphasis on several other factors, such as emotional intelligence, career development, reward systems, and work environment, as determinants that improve employee satisfaction and turnover intentions. A number of studies scrutinize specific issues, like toxic leadership, pay-for-performance systems, and work-family conflicts, to prove the intricacies of managing human resources within the banking sector. Overall, the collection sheds light on the changing face of HRM and strategic initiatives in promoting an efficient and stable working force in banks worldwide.

5. Discussion

5.1 Themes and Key Findings

A) Compensation and Benefits

Compensation and financial benefits are essential in retaining employees in the banking industry. According to Němečková (2017), performance-based bonuses and a full package of benefits greatly improved job satisfaction and long-term engagement. Similarly, Alrazehi et al. (2021) pointed out that job satisfaction acted as a mediator between reward systems and employee retention in Yemen's banking sector, proving that compensation must be aligned with employees' expectations to increase retention rates.

On the other hand, industries such as IT usually use equity-based incentives, such as stock options, to retain employees (Ngobeni et al., 2022). However, industries with a low budget, such as healthcare and retail, were not in a position to use financial incentives to drive retention effectively (Mukonoweshuro et al., 2016; Al Araithi, 2013). These conclusions illustrated the banks' comparative strength in providing structured reward systems that catered to the needs of various employees, which was supported by Theodorsson et al. (2023). Theodorsson et al. (2023)

found strategic talent management to be one of the key factors in maintaining specialized employees in Danish and Icelandic bank institutions and inclusive communication. Kukreja (2024) emphasized motivation and up-skilling by providing an overview during COVID-19, as constant empowerment was a requirement alongside constant feedback within banks. Further, public banks versus private as well as foreign banks indicated effective internal marketing policies that contributed to retaining employee bases due to high levels of autonomy and efficacy combined with higher monetary benefits. Nkoana (2024) stated that the bank should have linked performance targets with bonuses to enhance transparency, equity, and perceived justice within the system. Esemé et al. (2010) discovered that employing effective employee-retention tactics, such as a positive corporate image, staff engagement in decision-making, competitive wage packages, and humane treatment, significantly boosted organizational performance in the Nigerian banking industry.

Hutauruk et al. (2023) also reported on the role of work stress and work-family conflict in determining turnover intentions within the finance industry. This underlined the call for stress management interventions and gender-focused interventions to support a work environment that balanced financial incentives with emotional well-being programs. The findings corroborated Yapanto et al. (2021), who proposed that Customer Relationship Management (CRM) systems enhanced employee performance and work satisfaction, thereby fostering retention. Although the bank sector had so much potential regarding talent attraction and retention via robust compensation schemes, it still needed to ensure the integration of non-financial factors such as employee recognition, skill development, and stress management. Strategic integration of these non-financial elements with organizational objectives, as emphasized by Alrazehi et al. (2021) and Theodorsson et al. (2023), further advanced retention and satisfaction in jobs.

B) Career Development Opportunities

Career development is the most influential factor in employee retention due to the fluidity and dynamism of industries, with banking being one among them. Central to talent management and retaining a steady and motivated force, career growth opportunities are significant. The complex relationship between growth, training, and retention in organizations, especially those in the banking sector, was observed in multiple studies. The banking sector led the way in adopting formal methods of personnel management to retain workers. According to Alzghoul and Khaddam (2024), professional development activities, along with the corporate culture, significantly influenced retention levels. The research highlighted that effective personnel management would involve a systematic approach to ensuring career development as a guarantee of workforce stability. In addition, well-entrenched practices such as mentorship, training programs, and career progression pathways made employees feel valued and retained for long periods.

The banking business was also witnessed through the development of leadership development programs as a necessary tool for professional growth. According to Meenakshi et al. (2025), L&D (learning and development), especially in the digital era of private sector banks, played an important role in helping employees prepare for skill-building amid developing technologies, making employee engagement stronger, hence giving retention benefits over time. Their study showed how the use of reskilling and upskilling campaigns helped solve consumer complaints

while still maintaining the merriness of the staff. Such findings resonated with Theodorsson et al. (2023), who argued that acquiring strategic human capital, including training and rewarding staff, had the greatest influence on retention rates among banks in Denmark and Iceland. Besides learning and development, growing in a career through internal promotion was an essential element in enhancing retention. Alrazehi et al. (2021) discussed the interaction between incentive programs, training, and job satisfaction in Yemeni banks. From this study, it was found that, although training did not add retention directly, it affected work satisfaction by considerably modifying retention outcomes. This underscored the need to link training programs with career development activities to maximize their effectiveness.

Contrastingly, the banking industry was keen on career development in comparison to other industries. As Kukreja (2024) pointed out, the IT industry focuses on skill development and innovation as important aspects of career development. The healthcare and retail sectors were affected by limited career development opportunities, as pointed out by Ghosh et al. (2015) and Chitra and Badrinath (2014). These constraints led to higher turnover; therefore, the value of having planned career development options could not be emphasized enough to retain employees. A growing number of organizations consider career development a strategic imperative worldwide. Almomani et al. (2022) found that Jordanian commercial banks' talent retention practices and overall job satisfaction were positively affected by the diversity of talent development. This, therefore, indicated that organizations needed to develop careers holistically and align them with broader talent management strategies. This was especially the case in the banking industry since these organizations needed skilled professionals to remain competitive. However, the results gathered from these individual experiments established that well-designated career progressions played an important role as a catalyst for employee retention within an organization. According to the literature, not just straightforward career development procedures but also experiences that the respective employees viewed in terms of reachability and meeting what they wished would be designed along careers. Talent management practices have well-helped banking industry institutions by developing strategies linked with career paths, thereby proving to be very effective. Thus, an ideal win-win situation occurred both ways: on the one hand, there were positive impacts of these career development activities on employees developing enhanced job satisfaction skills and advancing professionally, and for employers, their workforce stabilized, thereby avoiding many turnover costs associated with training new workers. For industries continuing their journey towards career development, being the nucleus in retaining the desired talent attracted even more and more. Therefore, areas of banking led to such evidence related to demonstrating these impacts.

C) Work-Life Balance

Generally, banks have been perceived to be stressful jobs due to long hours, much pressure, and the need to meet very ambitious goals perpetually. These conditions have resulted in tremendous work-life balance issues for employees, especially in public banks. According to Hutauruk et al. (2023) and Ngoben et al. (2022), work-family conflict and burnout were some of the main reasons that led to dissatisfaction and turnover of staff. Therefore, burnout, brought about by toxic leadership styles, complicated the establishment of work-life balance in the Pakistani banking sector's scenario, as witnessed by Naeem and Khurram (2020). Toxic leadership directly improved turnover intention while significantly affecting psychological well-being and employee

engagement, hence leading to total stress on employees. Moreover, emotional intelligence further played a critical role in dealing with such stressful conditions. As per Anand et al. (2024), although emotional intelligence could enhance employee engagement, its relative relevance in relation to the work-life balance was not known. High-stress banking dynamics required a higher emphasis on leadership behavior and emotional intelligence to ensure that staff members could manage their professional lives and personal responsibilities effectively.

However, the IT sector had accepted flexible work arrangements and remote work opportunities that profoundly impacted work-life balance (Kukreja, 2024). Digitalization has made it possible for employees to manage time better, with increasing happiness and reduced instances of burnout. The bulk of the banking staff, however, did not enjoy similar privileges, especially in the field of customer service, where very high deadlines and immense stress were always on the cards. The healthcare and retail industries experienced much more mundane issues. Often, these jobs provided irregular scheduling, so many of them offered worse or equivalent work-life issues (Tlaiss, 2013; Jimad, 2020). These comparisons pointed out the critical imperative for the banking sector to take on innovative best practices, like flexible scheduling and more effective mechanisms for supporting employees, to solve these problems that kept coming back. Leadership styles were something that could not be ignored when speaking of employee experience in the banking sector. In fact, according to studies conducted by Naeem and Khurram (2020), approaches to leadership could directly influence psychological well-being and engagement at work. Specifically, toxic leadership was a damaging factor that denied employees the ideal setting for maintaining work-life balance. Kukreja (2024) further said that constructive criticism, empowerment, and development of skills, as done through effective leadership, had been shown to result in greater engagement and satisfaction. In addition, succession planning and development programs of leadership were seen to boost the performance of employees while reducing stress from the job. The bottom-line strength of these strategies lies in their ability to more equally share job tasks while giving employees control throughout their careers. The integration of these measures would have assisted in resolving some structural issues that caused a poor work-life balance in the banking sector.

Learning and development activities were important in solving work-life problems. According to Meenakshi et al. (2025), upskilling and reskilling interventions would help retain people in the banking sector. Banks could have enhanced work satisfaction and minimized stress by availing skills to staff so they could cope with challenging demands of jobs. Employees derived various benefits from such programs since they felt appreciated and invested, thereby enhancing their general well-being. Another layer on the work-life balance topic, the employee service quality and its relation to customer satisfaction, completed this part. Peng and Li (2021) found that employees' staff reliability and responsiveness played a critical role in client satisfaction in the banking industry. Nevertheless, such expectations were burdensome for employees and resulted in work-life balance issues. For this reason, more holistic strategies had to be put into place, enhancing employee well-being through proper job design and support systems in addition to customer pleasure.

Digitization in banking has a very positive as well as negative influence on work-life balance. First and foremost, an improvement in technology helped individuals work remotely as well as get better control over workloads. However, on the other end, more contact with frequent higher responsibilities in terms of digital media tended to mingle the personal as well as the business

world. According to Kukreja (2024), although digital fluency and skill growth were important, they should not have been at the cost of the well-being of employees. The example of the IT sector showed how the appropriate use of these technologies could provide for work-life balance. In order for the banking industry to replicate this success, it needed to have looked into some of the structural issues holding the sector up, including strict working hours and pressure to perform. Multidimensional strategies need to be employed in the banking sector to ensure an improvement in work-life balance. It required investments in leadership development in a manner that helped avoid toxic behavior, as pointed out by Naeem and Khurram (2020). The development and learning programs were also crucial, which increased employee capabilities and helped reduce job stress (Meenakshi et al., 2025). Other alternatives to flexible working, like those used in the IT industry, should have been explored to allow employees to have more control over their schedules. Banks should have also strived to develop a friendly business culture that valued the well-being of its employees. This included frequent methods of feedback on the happiness level of employees to indicate areas where improvement was necessary. Succession planning and professional development opportunities may have been the reasons employees felt valued, which in turn lowered turnover intentions. In conclusion, work-life balance was one of the crucial problems that existed within the banking industry. Compared with other sectors gave useful information, but particular issues that people faced in banking required specific solutions. The sector may have built a more sustainable and happy work environment for its people by addressing leadership styles, improving employee support systems, and properly harnessing technology.

D) Leadership and Organizational Culture

Leadership styles and organizational culture plays essential roles in driving employee engagement, retention, and overall workplace well-being across different sectors. Within the banking sector, employees showed strong engagement when their immediate leaders were more supportive. More toxic forms of leadership often corresponded with higher levels of turnover intent and reduced psychological well-being for employees (Naeem & Khurram, 2020). Such leadership styles, coupled with work environments that involved high-pressure demands, made it hard for employees to have a healthy work-life balance. On the other hand, effective leadership took the routes of constructive criticism, empowerment, and career development toward building a culture of trust and productivity, thereby minimizing most of these challenges.

Empathy and teamwork were especially essential in healthcare leadership, where the leaders had to work in an emotionally charged environment while maintaining a high level of quality care for patients. Alzghoul and Khaddam (2024) emphasized that the empathetic approach to leadership would lead to increased interprofessional collaboration between healthcare teams and better organizational results. These types of leadership helped improve job satisfaction and reduce burnout, one of the primary issues in healthcare. In the IT industry, leadership was often focused on innovation, adaptability, and collaboration. Kukreja (2024) stressed that the digital age required leaders who could encourage creativity and manage teams in flexible and remote work environments. Such leadership styles created a culture of autonomy and innovation, which allowed employees to balance work and personal life effectively. Mukonoweshuro et al. (2016) similarly indicated that IT leaders often encouraged participative decision-making, which went well with the dynamic and project-oriented nature of the industry.

In contrast, retail leadership often exhibited a more autocratic and transactional style. Based on Chitra and Badrinath (2014), retail leadership was mainly focused on improving operational efficiency and achieving short-term goals, with the pay-off sometimes being high stress for the employees. Therefore, the focus on task accomplishment over employees' well-being resulted in lower engagement and higher turnover. This illustrated how different leadership styles across sectors suggested the need to marry leadership behavior with business culture to deliver the best results. However, the banking sector drew inspiration from a compassionate approach in healthcare as well as collaborative techniques in the IT sector while it had its own set of challenging issues, such as rigid hierarchies and high-pressure environments, which had to be addressed through targeted interventions and leadership development programs. Such programs could help in creating a culture of work-life balance and, hence, could be effective for long-term retention and engagement of employees.

E) Regulatory Pressures

Regulatory compliance has a strong impact on employee happiness across industries. In the banking industry, strict regulatory systems were often associated with higher stress levels, which eventually led to job dissatisfaction. Mukonoweshuro et al. (2016) emphasized that regulatory forces could explain how SL and EI skills positively influenced managers' effectiveness in leadership responsibilities and qualitative performance measures, including articulating vision and strategy, fostering a productive organizational culture, developing and retaining talent, enhancing employee engagement, improving stakeholder relationships, retaining bank customers, promoting diversity, creating value, and engaging in community involvement. This was not peculiar to banking; similar forces applied in other industries, for instance, health, where strict observance of medical standards brought additional stress to work environments (Ngoben et al., 2022). In contrast, other industries like IT and retail industries were subjected to very slight or little regulation constraints. Specifically, IT faced moderate problems, whereas retail witnessed virtually no significant regulatory influence (Peng & Li, 2021; Tlaiss, 2013). Jimad (2020) proved that employee satisfaction and retention were significantly correlated with the level of stress experienced by employees. Additionally, there was a strong correlation between staff retention and employee satisfaction.

Recent studies highlighted the influence of work stress on employee perceptions. Theodorsson et al. (2023) contended that effective talent management could reduce stress and staff turnover in banking institutions. In the same vein, Kukreja's (2024) findings indicated that employee empowerment and feedback were necessary factors to enhance motivational levels while minimizing stress related to the workplace. Hutaeruk et al. (2023) and Naeem and Khurram (2020) alike supported such observations and stated that resolutions of work-family conflict and leadership styles were most important to enhance happiness at work and retain employees. Moreover, the reward system and training were indirectly related to the relationship between job satisfaction and employee retention in the banking sector, according to Alrazehi et al. (2021) and Harunavamwe et al. (2020). The studies explained how organizational practices that promoted satisfaction acted as a buffer for the negative impact of stress and regulatory pressures. Thus, despite the enormous regulatory demands placed on the banking sector, effective leadership, job satisfaction, and targeted HR practices could mitigate their adverse effects on employee well-being.

F) Digital Transformation

The primary driver in many industries, particularly banking, is digital transformation. This drove the mood of employees, their skill-building, and the overall initiatives in the organization. With such fast-paced technological developments, constant training was needed to ensure that employees were at the same pace as developing tools and systems. Meenakshi et al. (2025) and Kukreja (2024) pointed out the opposite view that although technological improvements provided uncertainty, they also provided opportunities to improve the abilities people had to support growth and motivation. For instance, in a banking organization, Kukreja (2024) considered that empowerment, work ownership, and constructive feedback were crucial to improving employees' motivation to work, especially in tough times related to technological situations.

The IT sector thrived on digital transformation, with rapid technological innovation driving the sector, and technology was deeply embedded in the workforce and organizational culture, playing a central role in engaging employees (Kukreja, 2024). Similarly, in finance, the technology deployment was high for streamlining the operations and decision-making process, as explained by Maitri and Singh in their study of 2023, where it was further stated that talent analytics would ensure an increase in customer satisfaction and organizational performance. However, in the case of healthcare, technology was adopted at a slower pace; most of the implementations were done to digitize the operational process rather than enhancing employee engagement directly, as reported by Panigrahi et al. (2024). In contrast, the retailing industry fell behind because technology's role in engaging employees and working-level productivity was still at a low level (Al Araithi, 2013).

However, the work of Harunavamwe et al. (2020) reminded the readers that positive organizational behavior and self-leadership were very influential in improving work satisfaction, especially when technology involvement was low. In addition, related studies, such as Alrazehi et al. (2021), emphasized the work satisfaction factor in trying to relate training and development with the retention of the workers, which could be affected by the tempo and nature of technological adoption. Therefore, although digital transformation was indispensable as a growth and retention factor in industries such as banking and IT, the influence was more intense where technology was used not only in operations but also as part of the engagement of employees. On the other hand, industries like healthcare and retail struggled with generating technology used to facilitate mass employee engagement, further indicating the different intensities of digital readiness across industries.

Table 3: Adjusted Comparative Analysis Table (Aligned Citations)

Factor	Banking Sector	IT Sector	Healthcare Sector	Retail Sector
Compensation & Benefits	High importance; performance bonuses significantly influence retention (Němečková, 2017; Alrazehi et al., 2021).	Stock options and equity-based compensation drive motivation (Ngobeni et al., 2022).	Budgets and skill scarcity limit moderate compensation (Mukonoweshuro et al., 2016).	Low wages and limited benefits create retention challenges (Al Araithi, 2013).

Career Development	Focus on internal promotions and training to retain employees (Alzghoul & Khaddam, 2024; Meenakshi et al., 2025).	Innovation and skill development are priorities for career growth (Kukreja, 2024).	Limited opportunities for career growth due to shortages of experienced professionals (Ghosh et al., 2015).	Career growth opportunities are minimal, especially for entry-level employees (Chitra & Badrinath, 2014).
Work-Life Balance	Poor, long working hours and high stress levels affect motivation (Hutauruk et al., 2023; Ngobeni et al., 2022).	Flexible working arrangements and remote work options improve employee satisfaction (Kukreja, 2024).	Challenging due to long shifts and demanding roles (Tlaiss, 2013).	Highly unpredictable schedules make work-life balance difficult (Jimad, 2020).
Leadership & Culture	Supportive leadership improves engagement; toxic leadership increases turnover (Naeem & Khurram, 2020).	Leadership focuses on innovation and collaboration (Mukonoweshuro et al., 2016).	Empathy and teamwork are critical in healthcare leadership (Alzghoul & Khaddam, 2024).	Leadership is often authoritarian, with a focus on task-oriented goals (Chitra & Badrinath, 2014).
Regulatory Pressures	High compliance requirements increase stress and reduce satisfaction (Mukonoweshuro et al., 2016).	Moderate regulations mostly involve data security and privacy (Peng & Li, 2021).	Strict compliance with medical standards creates additional challenges (Ngobeni et al., 2022).	Minimal regulatory challenges in comparison (Tlaiss, 2013).
Digital Transformation	Rapid changes in technology require upskilling; job insecurity is common (Meenakshi et al., 2025; Kukreja, 2024).	High technological innovation is a central driver of employee engagement (Kukreja, 2024).	Moderate adoption, with a focus on digitizing patient records and other operational processes (Panigrahi et al., 2024).	Slow adoption of digital tools; technology plays a limited role (Al Araithi, 2013).

Compensation and benefits are significant factors in the banking sector as it focuses on maintaining the employees. Performance bonuses directly impact their satisfaction and loyalty to the organization. In the IT sector, the motivations operate around stock options and equity-based compensation, which link employees' interests with those of the organization. Budgetary constraints are a limitation in this field compared to the need for skilled professionals in the

healthcare sector. The retail industry suffers from low wages and limited benefits, making it hard for employees to gain financial stability, thus making the working environment unattractive. In the banking industry, career development is the primary area of focus, as internal promotions and training programs are used strategically to retain employees. The IT industry focuses on innovation and skills development. Therefore, career opportunities in that industry abound. In healthcare, career advancement is limited by the lack of experience associated with most professionals, hence the possibility of not enjoying career opportunities. The retail sector provides few opportunities for career progression, especially to lower-level workers, which is detrimental to long-term retention and engagement. Long hours and stressful environments often demote motivation among banking sector employees; however, flexibility in work life and telecommuting can really enhance the feeling of satisfaction about jobs among employees in the IT sector. Similarly, in healthcare, maintaining a work-life balance becomes difficult for many due to prolonged shifts and strenuous duties. Similarly, the retail sector faces irregular schedules, which make it hard for employees to maintain a healthy work-life balance.

Supportive leadership within the banking industry has been linked to improved engagement, but toxic leadership has the potential to be associated with very high turnover. IT sector leadership emphasizes innovation and collaboration in developing a dynamic, inclusive workplace culture. Healthcare industry leadership is defined by empathy and teamwork, as both are key management issues for healthcare. In contrast, the retail industry is always under authoritarian styles of leadership, which focus on the achievement of task-based goals, which can negatively affect the satisfaction of employees and even their morale. The banking sector is highly pressurized by compliance requirements, increasing stress and dissatisfaction among employees. In the IT sector, compliance is moderate as challenges mainly concern data security and privacy. Health practitioners also have tough regulatory compliance pressures in addition to that on medical clinics, which complicates their already full work portfolios and pressures. Comparatively speaking, the retailing industry incurs minimal pressure for regulatory compliance. The transformation is so swift that it leaves very few options except for the banking workforce to retool themselves consistently in order to gain more employment. The IT sector survives through technological innovation. It, therefore, remains a central element of employee engagement and organizational success. Healthcare has adopted digital tools moderately. For instance, digitizing patient records is aimed at improving operational aspects. Retailing, on the other hand, is slow to embrace digital transformation, and technology has less of a role in improving employee engagement and efficiency in operations. This sectoral analysis reveals how, in a complex interplay of industry demand and employee expectation, each industry faces different priorities and challenges in handling its workforce.

5.2 Implications for Practice

Implications for practice outline a number of action strategies that HR and management can undertake to enhance employee satisfaction and retention. The first one is improving work-life balance through flexible work arrangements, such as hybrid policies, that reduce employee stress and burnout, according to Ngoben et al. (2022), leading to higher employee satisfaction. Improvement of recognition systems like performance incentives and appreciation drives also encourages them. According to Anand et al. (2024) engagement levels would improve if workers

get constant appreciation. Further developing professionals through leader programs and professional upgrading is fundamental in retaining individuals since Alzghoul and Khaddam (2024) argue about investment in staff stability. Finally, emotional intelligence and supportive management practices would improve managerial performance and employee motivation, as Mukonoweshuro et al. (2016) argue, making such training an essential component for fostering a positive workplace environment.

5.3 Limitations of the Study

This systematic review had several limitations. Generalizability could be very hard to achieve because of a regional focus that can be seen from a large portion of the included studies, like disproportionately focusing on countries such as India, South Africa, and regions in the Middle East. Since the diversity that may influence factors within motivation and retention may be left out in various contexts, such may not entirely allow generalizability to the broad cultural or regional context. For example, Mukonoweshuro et al. (2016) and Tlaiss (2013) mention that research carried out in these areas might mirror the special socio-economic factors, structures of organizations, or even the norms of a particular culture that are not common to other areas. Another limitation is the possibility of publication bias because this is a condition wherein studies with significant or positive findings are more probable to be published and, hence, less frequently represented in literature cases having negative or inconclusive results. Such a bias may lead to overrepresentation of favorable outcomes and skew the reviews. Besides, longitudinal studies are reported to be very rare. Most of the analyzed studies deal with short-term trends without revealing much in terms of the long-term effects of motivational and retention strategies. As Qureshi et al. (2024) argue, this is a consequence of missing timeframes for long-term data, leaving the most permanent effects of these factors on employee motivation, job satisfaction, and retention unexplored. It is also important to note that longitudinal data could not be accessed, which would be more useful for gauging how sustainable certain approaches are or tracking their changes over time. The inadequacies mentioned are indicators that this review has insights to be obtained, but the studies needed to fill the gaps exist.

5.4 Suggestions for Future Research

There are many areas of interest in which research will be developed to provide important insights into employee engagement and retention. Digital transformation is a critical area because the long-term implications of automation and AI on employee roles and motivation can be significant. According to Meenakshi et al. (2025), understanding how new technologies change work tasks and affect attitudes toward work could have significant implications for management and human resource practices. Other relevant topics that are expected to be studied further include the trends of distant work, especially hybrid work policies. As Ngobeni et al. (2022) remind, future studies need to highlight the temporal relationships of these arrangements in the determinants of employee retention and satisfaction at the changing nature of the work settings. Last but not least, cross-cultural research can give more comprehensive knowledge on motivating variables through understanding how the latter change across geographies and cultures. Mukonoweshuro et al. (2016) believe that comparative studies can open the door to the discovery of universal patterns and highlight the nuances of culture, which shape the dynamics of employee engagement and retention. This makes it an area for future study. These emerging

issues may, therefore, serve to develop more flexible and integrative HR practices to cope with new work scenarios.

Table 4: Top Papers Future Recommendations

Author name	Year	Findings	Research Gap	Recommendation for Future Study
Meenakshi N.; Shashi Kumar M.; Eshwari B.; Jayashankar J.; Chandrakhanthan J.	2025	Effective learning and development programs have a substantial impact on personnel retention in private-sector banks in Chennai.	Limited research on the impact of learning and development on talent retention in private sector banks within Chennai.	Future research should explore the role of learning and development in other regions and industries, focusing on its long-term impact on employee retention.
Alzghoul A.; Khaddam A.A.	2024	The study discovered that efficient personnel management methods considerably improve employee retention in Jordan's banking industry. It also emphasized that professional development opportunities and company culture play crucial roles as moderators, increasing the link between talent management and employee retention.	The study did not explore how external factors, such as economic conditions or competitive pressures, may affect the relationship between talent management practices and employee retention.	Future research could investigate the impact of external factors like economic trends and industry competition on employee retention, as well as the role of talent management practices and organizational culture.
Anand N.; Duggal T.; Soreng E.	2024	Emotional intelligence positively influenced employee engagement.	The study highlighted the need to explore mediating or moderating factors between EI and engagement.	Future research should examine other factors, such as leadership style or work environment, that may strengthen the EI-engagement relationship.

Kukreja J.	2024	The study emphasized that empowerment, constructive feedback, and growth possibilities enhanced employee enthusiasm and retention, particularly during COVID-19.	The long-term effects of these factors on retention and the need for sector-specific strategies remain unexplored.	Future research should investigate the long-term impact of empowerment on retention and explore the role of technology in post-pandemic employee engagement.
Nkoana M.E.; Matjie M.A.	2024	According to the study, employees view the pay-for-performance (P4P) system as biased, which causes sentiments of betrayal, uncertainty, and confused incentives. Some employees felt both encouraged and demotivated, and others found the system uninteresting.	The study did not explore the long-term effects of the P4P system on employee retention or performance or examine the influence of organizational culture on perceptions of fairness in the P4P system.	Future research could examine the long-term impact of P4P systems on employee retention and performance, as well as the role of organizational culture in shaping perceptions of fairness and effectiveness of such systems.
Panigrahi A.; Khaire R.; Hota S.; Taggar R.; Kumar A.	2024	Investigated the relationship between work happiness, OCB, and employee engagement in Indian public and private banks, with engagement mediating satisfaction and OCB.	However, it lacks a focus on how these relationships vary across different banking sub-sectors or regions within India.	Future research could explore sector-specific variations in these factors, examining how cultural or regional differences influence employee engagement and satisfaction in banking.
Qureshi T.M.; Ghadi M.Y.; Sindhu M.	2024	CPM impacts employee motivation, work autonomy, and turnover intention, with motivation and autonomy mitigating the link.	Limited research on the impact of CPM in the GCC banking sector and its role in employee retention.	Future studies should explore CPM in other sectors and regions, focusing on its long-term impact on employee performance and retention.

Hutauruk G.S.; Hartadi Y.; Prasetyaningtyas S.W.	2023	Work stress and work-family conflict have a considerable effect on turnover intention, with gender variations altering this connection.	The study highlights the need for further investigation into how gender-specific interventions can be optimized for both male and female employees to reduce turnover.	Future research should focus on gender-specific strategies for stress management and work-life balance to improve employee retention and job satisfaction in the banking sector.
Theodorsson U.; Gudmundsdottir S.; Gudlaugsson T.	2023	The study discovered that organized personnel management, employee education, inclusive communication, recognition, and recruitment methods favorably influenced staff retention in big commercial banks.	The study identified a gap in understanding the specific mechanisms through which these retention strategies interact and their varying impact across different banking sectors.	Future research should explore the detailed mechanisms of talent retention strategies and their sector-specific impacts within the banking industry.
Almomani L.M.; Sweis R.; Obeidat B.Y.	2022	The study discovered that talent management (TM) techniques, particularly talent development and retention, had a favorable and substantial effect on employee work satisfaction in Jordanian commercial banks. Talent attraction had no substantial effect on work satisfaction.	The study did not explore the underlying reasons why talent attraction does not influence job satisfaction.	Future research should investigate why talent attraction does not significantly affect job satisfaction and explore other factors that may influence this relationship in the banking sector.
Ngobeni D.A.; Saurombe M.D.; Joseph R.M.	2022	The study found that the psychological contract substantially influences employee engagement, with ongoing developments like the COVID-19 epidemic and 4IR molding employee expectations.	The study did not explore how 4IR technologies directly affect employee performance and engagement.	Future research should investigate the impact of 4IR technologies on employee engagement and performance in the banking sector.

Alrazehi H.A.A.-W.; Amirah N.A.; Emam A.S.M.	2021	Job satisfaction was found to mediate the link between incentive systems, training and development, and staff retention in Yemeni commercial banks.	The study examined how training and reward programs affected staff retention at Yemeni banks, but it ignored outside variables like the regulatory environment and unstable economy.	Future research could investigate the impact of external factors (e.g., economic or regulatory changes) on employee retention.
Arora M.; Mehta M.	2021	According to the study, private-sector banks provide better services than public-sector banks in all five SERVQUAL criteria—tangibles, assurance, responsiveness, empathy, and dependability—which raises customer satisfaction.	The study did not explore the underlying reasons for the superior service quality in private banks or the factors influencing customer satisfaction beyond service quality dimensions.	Future research should investigate the factors contributing to superior service quality in private sector banks and explore other variables that affect customer satisfaction, such as customer expectations and loyalty.
Peng Z.; Li X.	2021	Customer pleasure is driven by employee certainty, responsiveness, and dependability; empathy does not affect customer satisfaction.	Lack of exploration into the role of empathy in different cultural or geographic contexts.	Investigate empathy's impact on customer satisfaction in diverse settings and refine the SERVQUAL model.
Harunavamwe M.; Pillay D.; Nel P.	2020	Techniques for self-leadership and psychological assets favorably affected job embeddedness, which helped the banking industry retain its workforce.	Limited research on the impact of self-leadership and psychological capital on job embeddedness in the banking sector, particularly in South Africa.	Future research should examine the role of self-leadership and psychological capital in job embeddedness across different industries and regions, exploring their long-term effects on employee retention.

Jimad H.	2020	According to the study, stress and employee happiness have a major impact on staff retention when banks are more rivalrous.	The study did not examine other potential moderating factors that may influence the relationship between competition and employee retention.	Future research could explore additional moderating factors, such as leadership style or organizational culture, that may further influence the relationship between competition and employee retention in the banking sector.
Naeem F.; Khurram S.	2020	Toxic leadership in Pakistan's banking industry adversely affected employee engagement and psychological well-being and raised turnover intention.	Limited studies on toxic leadership and its effects in Pakistan's banking sector.	Future studies should explore toxic leadership in other sectors and regions and evaluate intervention strategies.
Arokiasamy A.R.A.; Baba R.	2019	Job satisfaction in Malaysia's commercial banking industry is highly influenced by organizational elements such as income, promotion, and working conditions, but not by age or gender.	The study did not examine the impact of job satisfaction on performance or turnover.	Future research should focus on the link between job satisfaction, performance, and turnover in this sector.
Němečková I.	2017	The study found that employee perks had a considerable impact on motivation and retention in the Czech banking industry. Benefit preferences shifted between 2011 and 2013, with variances depending on gender, education, age, and employment function.	The study did not explore the long-term impact of employee benefits on retention beyond the observed years or how these benefits align with organizational performance.	Future research could investigate the long-term effects of employee benefits on retention and performance across different sectors, focusing on how these benefits can be optimized to enhance organizational success.

Mukonoweshuro J.Z.; Sanangura C.; Munapo E.	2016	The study discovered that merging servant leadership (SL) with emotional intelligence (EI) improves leadership effectiveness by increasing vision articulation, company culture, talent retention, and employee engagement.	The long-term impact of SL and EI integration on organizational performance remains unexplored.	Future research should investigate the sustained effects of SL and EI integration on organizational performance and explore its applicability in other sectors.
Ghosh P.; Rai A.; Chauhan R.; Gupta N.; Singh A.	2015	According to the study, context satisfaction, in addition to having richer occupations, has an important influence in lowering employees' intentions to leave. A pleasant work context helps enhance the advantages of positive job attributes and provides a supportive workplace.	The study did not explore how specific job characteristics or work context dimensions vary across different management levels or banking sectors.	Future research could investigate how job characteristics and context satisfaction vary between senior and junior management levels in the banking sector and their collective impact on turnover intention across different industries.
Chitra K.; Badrinath V.	2014	The study found that both financial and non-financial motivating variables substantially impacted the link between motivation and staff retention in the Indian banking business. Employee happiness and correct motivation are critical to maintaining staff.	The study did not examine the long-term effects of different motivating factors across various banking sectors or their impact on organizational performance.	Future research could explore how different types of motivation (financial vs. non-financial) affect long-term employee retention in the banking sector and assess their influence on organizational growth and employee performance.
Al Araith A.A.	2013	The study discovered that the relationship between employees and their colleagues, as well as their remuneration, are major positive indicators of employee motivation in the Omani private banking industry.	The impact of other potential motivational factors, such as job security and career development, has not been explored in the Omani banking sector.	Future research should examine additional factors influencing employee motivation, including job security, career growth opportunities, and organizational culture in the Omani private banking

				sector.
Tlaiss H.A.	2013	The survey discovered that women managers in Lebanon's banking sector were pleased with subjective parts of their jobs but not with objective ones. Personal considerations were not as important in explaining job satisfaction as work-related issues.	The study did not explore how specific organizational policies or leadership styles might impact the job satisfaction of women managers.	Future research could examine the role of organizational policies, leadership styles, and cultural factors in shaping job satisfaction among women managers in the Middle East, particularly in the banking sector.
Eseme Gbervbie D.	2010	The study discovered that employing effective employee-retention tactics, such as a positive corporate image, staff engagement in decision-making, competitive wage packages, and humane treatment, significantly boosts organizational performance in the Nigerian banking industry.	The study does not explore the long-term effects of these retention strategies on employee satisfaction and loyalty.	Future research could investigate the long-term impact of employee-retention strategies on job satisfaction, employee loyalty, and overall organizational sustainability in the Nigerian banking sector.

6. Conclusion

This study investigates key determinants of employee motivation and retention within the banking industry and highlights numerous essential themes: Organizational culture, including supportive and favorable leadership, emerged as crucial in stimulating employee engagement while discouraging turnover; Compensation and security emerged as leading motivators; and employee growth and career advancement and achieving work-life balance. The same theme included, at times even ahead of organizational culture, management or the direct line supervisor that supported worklife balance. This systematic review provides findings that correspond with the set objectives of research: critical factors affecting employee motivation and retention in the banking sector. The compensation and financial benefits, for instance, are core motivating factors

in relation to the employees' satisfaction and engagement. Another significant factor that promotes long-term commitment from employees is the career development opportunity and leadership quality. The analysis highlights the organizational culture, more specifically supportive management practices, and how it could shape positive work environments that are less likely to have employees leaving. Yet, work-life imbalances, lengthy hours, and regulatory pressures need holistic strategies involving employee well-being, such as flexible scheduling and stress management programs, to help sustain motivation and retention in the banks.

The review further notes the impact that digital transformation can have on employees' jobs, where upskills and training are necessary to maintain morale and engagement. Generational factors also appeared to be relevant, as a younger workforce seeks meaningful work, recognition, and career advancement. These findings do highlight the importance of adaptive HR policies to support diverse demographics in the workforce and to align with organizational objectives. Overall, the review will be done with a balanced approach that includes finances, personality, and professionalism to enhance employee satisfaction and retention in the banking sector. Practical ways are recommended to be adopted in the banking sector. Organizational attempts at making career paths for individuals to visibly see their growth avenues within the company should be emphasized. Communication among workers and management should be enhanced to improve transparency and trust between the two parties involved. Moreover, psychosocial wellbeing initiatives, which include stress management programs and counseling services, increase job satisfaction as well as improve emotional resilience toward the high pressure often associated with banking roles.

HR professionals translate these findings into actionable strategies. With evidence-based approaches in HR policies, such as using employee feedback and innovative work practices, organizations can boost employee engagement and reduce turnover. Moreover, the incorporation of tools such as data analytics can help track and optimize employee satisfaction, thereby keeping HR strategies aligned with the organization's goals and changing employee needs. In line with the shift in the banking industry through digital transformation, regulatory pressure, and employee expectations, the HR practices also need to undergo the transition. The future of work for banks requires that a strategy be addressed to both current challenges and trends. Further research is necessary for understanding the requirements of employees in order to sustain and dynamic policies in HR organizations to meet future workplace demands. The study outcomes also emphasize the importance of financial and non-monetary incentives, flexible working conditions, and professional development schemes to establish a sustainable and motivated workforce. Going forward, research should investigate sectoral and regional differences, considering employee feedback when developing interventions. Finally, the connection of organizational objectives to employees' expectations will help banking institutions to coexist in a dynamic and competitive environment.

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