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| Research Article

Organizational Culture and Employee Retention of Selected Commercial Banks

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Abstract: Culture is something that every company creates and keeps alive; it shapes how workers feel, act, and think while on the job. Companies and their employees must adapt their ways of thinking to survive in today's cutthroat business climate. If an employee is unhappy for whatever reason at work, they are prepared to leave. Accordingly, this study looked at three chosen commercial banks to determine the kind of connection between company culture and staff retention. A total of 35 workers were included in the research. Employee dedication at commercial banks is positively correlated with an innovative culture, according to the results. In conclusion, a high-retention organisation must have the capacity to generate ideas, take risks, and implement them. In order to keep up with the competition, it was suggested that banks should change their creative methods.

Key words: Organizational culture, Employee retention, Innovative culture.

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Introduction Background of the Study When people are born into a culture, they internalise its values and norms since they are an integral part of their daily lives. It affects every part of a company and is essentially the setting in which workers perform at their highest potential. It shows up in how individuals carry out duties, establish goals, and allocate resources to reach those goals. When an organization's culture is at odds with its purpose, values, and operational strategy, it may become a major problem. Employees' levels of dedication and loyalty, as well as their work habits and risk tolerance, are shaped by company culture. Norms, values, and attitudes that foster open dialogue among workers have an impact on company culture (Sathe, V., 1983). When it comes to encouraging or discouraging certain actions in the workplace, organisational culture is a key ingredient. As such, it acts as a connection between the company and its workers. As Ritchie points out, the idea that organisational culture impacts outcomes like retention, self-confidence, commitment, performance, and productivity has been around since the first authors on the topic. Also, since it influences workers' levels of commitment, organisational culture may have a positive or negative effect on retention rates (Deal and Kennedy, 2018). People are more likely to join and stay in groups that they feel a good fit with.

Organisational success or failure is directly related to the quality of its culture, which includes its capacity to recruit and retain skilled workers. Employees are a company's most valuable asset. Organisations may obtain a competitive edge in the market by staffing themselves with talented and competent individuals. For a company's development and success in the long run, it is crucial to hold on to its skilled people. What this means for businesses is that they are making an effort to keep their present employees happy and engaged in their job. Due to rising market rivalry and the fact that bank workers are willing to leave for greener pastures anytime they are unhappy with any aspect of their work, employee retention ranks high among the most pressing problems faced by banks today. Organisational culture is one factor that influences whether workers remain or go from a company. On top of that, when workers are enthusiastic about their company's culture, they are more likely to develop a strong sense of belonging there. Central to the banking industry, which makes up the financial sector, which is like the beating heart of every economy, is the financial sector (Biju, 2015). One of the fastest-growing sectors of the Indian economy is banking, which contributes significantly to the country's overall prosperity. To stay ahead of the competition in today's market, commercial banks are always looking for innovative strategies.

To achieve this goal, it is necessary to enhance and reform the company's culture in order to attract new ideas and make the most of the current workforce's abilities. Banks must alter their current practices if they are to remain competitive in the face of innovation-driven competition. In order to reach their objectives as a whole, commercial banks are required to establish their own unique culture. Here, knowing the culture well and out is crucial for tapping into its strengths and inspiring individuals to give their all on the job. To survive, adapt, and gain an edge in today's business climate, which is both unpredictable and fiercely competitive, organisations must master the art of human capital allocation, management, and retention.

Problem Statement Companies are grappling with the issue of retaining employees as a result of heightened market rivalry. Businesses and their employees alike have had to adapt to new ways of thinking in order to survive in today's cutthroat economic climate. Since workers are the source of revenue and an organization's most valuable asset, retention has emerged as a major concern for India's banking sector. No business can succeed without holding on to its brightest minds, therefore it's no surprise that exceptional workers are priceless and often irreplaceable. Therefore, retaining the staff is a key instrument for the organisation to stay on course. So, businesses should devise plans to hold on to their best workers for as long as possible. To succeed in today's competitive business world, you need personnel who are not just skilled, loyal, creative, and experienced, but also innovative thinkers.

Workers, on the other hand, are constantly hopping from bank to bank in quest of more favourable working conditions. According to Spreitzer, G. (1995), when an employee leaves, it's usually because they're unhappy with their current job offer. This highlights the importance of human capital as a competitive tool in the banking industry and the need for effective management practices to preserve banks' competitive advantage. When workers see a better chance to join a different company, they are prepared to make a change if their present employment isn't satisfying them. Not only does employee turnover cost businesses money, but it may also have a negative impact on morale, as the remaining staff may get irritated by the continual influx and outflow of coworkers.

In India's banking sector, product-based competition is tough since most commercial banks provide essentially the same financial services. In order to stay ahead of the competition, the banks must foster an environment that values innovation, creativity, and adaptability. Companies need to be creative if they want to stay ahead of the competition, and managers should seek out workers who have relevant expertise and encourage them to put it to good use. Ensuring the retention of these talented people is crucial for fostering a creative culture. Without the opportunity to create, communicate, and implement their own ideas, these workers lose interest,

and they may even quit the company, taking their expertise with them. The result is a significant loss of talent for the company as a whole due to excessive personnel turnover. Because of this, the organisation has difficulties, since its collective capability is diminished. Given this, it's critical to investigate the connection between creative culture in the workplace and staff retention rates (Igharia, M., & Greenhous, J. H., 1992).

Objective of the Study

1. The broad objective is to examine the relationship between organizational culture and employee retention.
2. The specific objective is to examine the nature of the relationship between Innovative culture and employee commitment of selected commercial banks.
3. For the purpose of this study, innovative culture was further decomposed into creativity, idea generation, capability/potential, and risk-taking.

Research Question The following research question is raised to guide the study:

1. What is the nature of the relationship between innovative culture and employee retention of selected deposit money banks?

Hypothesis The following research hypothesis is formulated for the study: H1: There is a relationship between innovative culture and employee retention.

Scope of the Study Organisational culture and staff retention were the primary research foci of this study on a subset of commercial banks. It looked at how company culture affects the likelihood of employees staying put. Employee retention (commitment) and creative culture were the primary areas of emphasis. Nonetheless, apart from the Culture that will be examined in this research, there are other types of Culture.

Review of Related Literature Conceptual Review Many scholars have attempted to pin down what exactly constitutes an organization's culture. Academics have taken an interest in studying organisational culture. Scientists have found a correlation between company culture and a wide range of employee actions. They have also made note of the link between company culture and staff retention. According to Ritchie and Michael (2000), organisational culture impacts results such as performance, commitment, ethics, and confidence among employees. It is an element of the working conditions that affects all facets of the company.

The way individuals think sets them apart from one another, both within and outside of the organisation, according to Hofstede, G. (2001). This is known as organisational culture. This encompasses the employees' distinct perspectives, attitudes, and actions compared to the other company. Culture in the workplace is described by O'Reilly and Chatman (1986) as the shared norms of conduct that make a company unique. What we call "organisational culture" is really just a group's or division's shared set of values and practices. An organization's culture may be described by Greenberg, J., & Baron, R. (1995) as its members' common set of values, beliefs, attitudes, conventions, behaviour, and expectations. According to Amah, E. (2012), the term "organisational culture" refers to the shared assumptions and practices that employees bring to their jobs. What makes up an organization's culture is the way its members behave and the significance they place on those acts.

Consequently, the beliefs, attitudes, standards, and values held by an organization's members are reflected in its culture. It changes the dynamic between workers and their supervisors, as well as with customers and other stakeholders (Hansen, G. S., & Wernerfelt, 1989). The reason for this is because it is the main factor that influences how invested and dedicated employees are to their work. A company's culture inspires loyalty that goes beyond short-term gains. The culture of an

organisation is what makes its members feel like they belong there. The practice is commonplace and serves to remind employees of their responsibilities on the job.

Employees' perceptions, emotions, and actions are shaped by the organisational culture, which influences their thought processes, both consciously and subconsciously. This viewpoint was supported by academics who hinted that workers choose to emotionally and physically dedicate themselves to an organisation, particularly when their values fit with the organization's. That is why great firms are defined by their culture. What makes a company tick is its culture, which is comprised of its guiding principles and long-held beliefs. According to Schein (1992), an organization's culture consists of its shared values, the norms and practices that employees are expected to uphold, and the ways in which management approaches employees.

Organisational culture, according to Collins and Porras (2000), is the set of values and norms that employees adhere to and which set a company apart from its competitors. They hold the view that these common understandings constitute a set of defining traits, and that these traits—aggressiveness, stability, innovation and risk-taking, attention to detail, outcome orientation, people orientation, and team orientation—encapsulate an organization's values and culture. Different authors place different emphasis on different aspects of organisational culture. Four aspects of company culture were dubbed by Ogbonna and Harris (2000): inventive, community, competitive, and bureaucratic. In our research, we zeroed in on the inventive mindset.

Through the creation, enhancement, and commercialisation of new and current goods, processes, and services, innovation is the process by which resources are used to generate value for both the consumer and the organisation. An organization's culture, beliefs, and guiding principles should be open and supportive of employees' creativity in order for innovation to flourish. Enhanced organisational climate and heightened creative performance are the results of an innovative culture, which Al-salaymeh (2013) defines as a collection of practices that encourages people to think outside the box when faced with challenges and making decisions. Adapting one's business practices to better suit the requirements of one's customers and making better use of available technology are at the heart of innovation. Employees are more likely to stay put in an inventive culture when they are offered demanding and creative work that encourages them to work together and solve problems creatively. Organisational structure, organisational culture, and human resource practices are the three groups of factors that Robbins, Stephen, and Mary (1996) have found to be responsible for fostering innovation. With a culture of innovation, workers aren't afraid to take chances and come up with new ideas on the job. Embracing innovation as a core value helps organisations stay ahead of the competition. Thus, innovation is fundamental to creating an entrepreneurial and proactive organisation, which is now seen as essential for competitive success. Driving growth, capacity, idea creation, risk taking, and collaboration of ideas is what an organization's innovation culture is all about. A firm with an innovative culture encourages its workers to think outside the box and speak their minds. A culture that displays creative traits improves employee attitudes and behaviours, according to Saad, B. N., & Hazoor, M. S. (2011).

Staff Retention

Retaining personnel is crucial for organisations that are experiencing workforce attrition. Employee retention refers to a company's skill in keeping its current staff. The importance of retention has been highlighted recently by Raudenbush and Bryk. According to Cappelli, P. (2000)., there are a number of elements that must be in place for staff retention to be effective. According to Cole, C. L. (2000), employees are more likely to remain with an organisation if they have pride in their job and are encouraged to reach their maximum potential. Most of the time, "People Don't Leave Organisation, People Leave Managers," thus leaders should back their employees up. Companies that provide a pleasant workplace are more likely to retain their employees. If they could improve their connection with one another and with their company, they

would be more productive. The success of every company hinges on its ability to attract and retain exceptional employees. When businesses seek out techniques and create programs that boost retention, they are investing in their employees. If they don't put money into it, they might end up paying a lot to replace employees. Because it imposes enormous costs on both people and businesses, turnover is a problem that must be solved. A high employee turnover rate is bad for any business because it lowers morale and productivity among the remaining staff members who are impacted by the departure of so many talented individuals. Additionally, they could feel pressured to leave the company. Organisational inclination and the availability of internal retention incentives are the primary determinants of turnover prevention success. Employees' level of organisational commitment is a strong predictor of their likelihood to quit their current position. Workers who had a strong sense of belonging to their companies were less likely to consider leaving than those who did not.

Spending time and money on workers now pays off in the long run, so companies are continuously on the lookout for exceptional people. Policymakers must address issues including high employee turnover, slow economic development, and a shortage of qualified workers in order to reduce employee turnover rates. The most valuable asset any company can have are its talented employees, who should always be striving to learn more and do better for both the company and its customers. Keeping workers around is crucial because when people leave a company, they take valuable information, connections, and investments (both monetary and in terms of time) with them. Therefore, it is important for management to figure out why people are leaving their jobs so often. Once they know why, they may work on retention methods to keep key personnel around for longer.

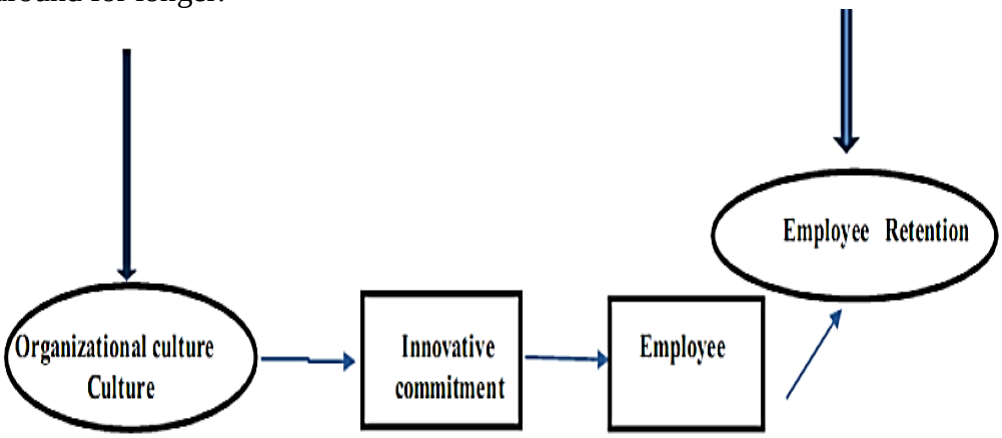

Fig-1: Conceptual Framework for Organizational Culture and Employee Retention

Theoretical Framework

The Dension organisational culture and effectiveness model serves as the foundation for this investigation. Four characteristics—involvement, consistency, adaptability, and mission—form the basis of organisational culture, according to the concept (Kotter, J. P., & Heskett, J. L. 1992). According to Zahoor, A. P. (2015) Teams, individual agency, and the full potential of every person are at the heart of what it means to be involved. Every employee, regardless of rank, feels that they have a voice in organisational choices that directly impact their job and that their efforts contribute to the achievement of organisational objectives. All levels of management and staff participate enthusiastically in company events and initiatives because they each feel that they have a stake in the company's success.

Organisational success is often attributed to "strong" cultures that are consistently high-performing, well-coordinated, and integrated. Core principles, agreement, coordination, and integration are the pillars upon which consistency rests.

Organisations that are able to adapt are those that listen to their consumers, aren't afraid to make errors but also learn from them, and are skilled and experienced in bringing about change. A company that is able to bring about change will have excellent business acumen, be nimble in responding to trends, and see what's coming down the pike.

A well-defined mission statement articulates the organization's long-term aims, short-term priorities, and current state of affairs, as well as its desired future state. Many parts of an organization's culture undergo changes if its purpose is altered. Employees will be better equipped to contribute to the accomplishment of organisational objectives if they understand and embrace the organization's mission Stability is encouraged by mission and consistency, while change is made possible by engagement and adaptation. This theory is relevant to our research because it suggests that a company might gain an edge in the market if its leadership fosters a mission-driven culture that is also consistent, well-coordinated, and encourages people to take calculated risks while also learning from their mistakes.

Practical Evaluation

Many research has looked at the correlation between company culture and staff retention rates. Jim, C. (1958) examined the impact of company culture on staff retention at four (4) chosen banks in Ghana's service sector. In this study, the issue was investigated using a predictive correlational research approach. The research used a suitable sample of 301 people from 4 different banks. The study's hypotheses were tested using standard regression and hierarchical regression analysis. In the banking industry of Ghana, it was shown that organisational culture was a strong predictor of staff retention. The results from the Ghanaian banking industry demonstrate that workers are more likely to remain with their present employer if the culture fosters innovation, community, and bureaucracy, as opposed to a competitive culture.

The Pakistani researchers Saad and Hazoor (2011) also looked at how company culture and working conditions affected employee retention. People living in Pakistani government colonies and employees of four banks were surveyed for this study. The relationship between employee retention and the factors employed as predictors was examined using the regression test. Findings show that organisational culture factors (such as incentive programs, union representation, and coworker social support) are more important than working hours and supervisory programs in determining employee retention.

Usha and Rashmi (2013) investigated how a cement factory in India's corporate culture affected staff retention rates. The survey yielded the necessary data. A total of 18 elements were used to get the average mean score and %. The results demonstrate that the retention policies in place at the Jaypee Cement Plant are reasonable and effective in keeping employees for the long haul.

The effects of company culture on workers' happiness on the job, loyalty to the company, and likelihood of staying put were investigated by Habib, S., Aslam, S., Hussain, A., Yasmeen, S., & Ibrahim, M. (2014). This study relied on original data collected from individuals working for several companies in the Multan area of Punjab, Pakistan. Information was gathered by means of a survey. A total of 235 people from various organisations (including MCB Layyah, U micro Finance Bank Layyah, Layyah Sugar Mill, Thermal Power Plant Muzaffar Garh, and NRSP DG Khan) made up the sample. To discover the study outcomes, SPSS was used to administer the Correlation analysis test. Job satisfaction and plans to leave are both affected by the kind of organisation, according to the results. Research has shown that organisational culture has a significant impact on employee engagement, happiness on the work, and loyalty to the company.

Organisational culture and employee retention were the subjects of research by Michani, H., Seyed, M. H. S., Michan, M. (2015). All employees of the Markazi Province Gas Company were given one of 350 surveys. By using SPSS Software's Friedman test, factor analysis, regression analysis, and Fisher test, the study hypotheses were evaluated. Consistent with previous findings,

this one suggests that Markazi Province Gas Company's organisational culture affects worker retention, which in turn provides senior managers with an opportunity to positively influence employee behaviour.

Research by Maqsood et al (2015). looked at HR policies and procedures that help keep employees around. Reducing staff turnover and increasing retention within an organisation may be achieved via effective HR policies. The telecommunications industry in Pakistan was the primary subject of this Research. Training and development, pay, and company culture are these methods. In order to assess the indicated HR practices and employee retention, this research used literature to design a questionnaire. There were 250 participants in the research. The data was analysed using regression analysis. Multiple regressions showed that HR policies and procedures significantly affected employee retention rates. This study confirms previous research linking compensation and culture to higher rates of employee retention.

Organisational culture and its correlation to employee retention has been the subject of several studies in nations such as India, Pakistan, and Ghana. Organisational culture was identified as a key factor that might keep people in their existing positions. This research aims to address a vacuum that none of the analysed studies have by focussing on creative culture as a critical component of employee retention. To fill this knowledge gap, this study investigates commercial banks in Anambra State, India, and how employee retention rates relate to innovative aspects of organisational culture. The goal is to find out how applicable the findings of these studies are in the Indian context.

METHOD

Plan for the Study

The research strategy used in this study was a descriptive survey. Commercial banks' ability to hold on to its employees is based on an independent variable called organisational culture, which stands for innovative culture.

Participants in the Research

Employees (relationship managers) of Banks are the intended subjects of the research. The research used comprehensive enumeration and presented 35 questionnaires. Since the whole population was used, no sampling procedure was used.

Approach of Gathering Information

Primary sources were used to gather data for the study.

Distribution of Questionnaire Frequencies

The data used for this research came from primary sources, namely questionnaires sent out to the three targeted banks. First Bank of India plc, Zenith Bank plc, and United Bank for Africa are the names of these financial institutions.

Accuracy Evaluation

At the 5% threshold of significance, Cronbach Alpha was used for this. The dependability and internal consistency of a system can be best measured by Cronbach's alpha. Finding the reliability of a scale is a frequent use of this method.

Table 1: Reliability Statistics

Cronbach's Alpha	No of Items
.724	8

The cronbach Alpha value was .724 which means that 72.4% of the variance in the scores is reliable variance.

Method of Data Analysis

Moment of Pearson's Product Data analysis made use of correlation. The purpose of doing a correlation analysis is to determine the degree of association between two or more groups of variables, whereby one group of variables serves as a dependent variable and the others are independent.

DATA PRESENTATION AND ANALYSIS

ANOVA

ANOVA						
		Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
I feel confident that my ideas are valued and are implemented quickly by my organization.	Between Groups	7.015	3	2.338	3.704	.015
	Within Groups	47.972	76	.631		
	Total	54.988	79			
In my organization, employees are given room to (innovate) introduce something new.	Between Groups	14.328	3	4.776	8.146	.000
	Within Groups	44.559	76	.586		
	Total	58.887	79			
I am periodically trained to update my skills.	Between Groups	10.780	3	3.593	5.131	.003
	Within Groups	53.220	76	.700		
	Total	64.000	79			
My organization is a very dynamic entrepreneurial place, for which we (employees) are willing to stick out our necks and take risks.	Between Groups	8.523	3	2.841	4.198	.008
	Within Groups	51.427	76	.677		
	Total	59.950	79			
I care about doing a good job.	Between Groups	7.092	3	2.364	3.092	.032
	Within Groups	58.108	76	.765		
	Total	65.200	79			
I feel my work adds value to this bank.	Between Groups	17.169	3	5.723	10.263	.000
	Within Groups	42.381	76	.558		
	Total	59.550	79			
I usually look forward to coming to work in my organization	Between Groups	10.361	3	3.454	8.092	.000
	Within Groups	32.439	76	.427		
	Total	42.800	79			

The ANOVA (Analysis of Variance) results presented evaluate the significance of differences between groups for various statements related to employee confidence, innovation, training, organizational dynamics, job commitment, and workplace motivation. The statistical analysis provides insights into how employees perceive these aspects within their organization.

Confidence in Idea Implementation

The statement, *"I feel confident that my ideas are valued and are implemented quickly by my organization,"* yielded an F-value of 3.704 with a significance level (Sig.) of 0.015. Since the significance value is less than 0.05, it indicates that there is a statistically significant difference among the groups regarding their perception of idea valuation and implementation. The relatively moderate F-value suggests that while differences exist, they may not be extremely pronounced. This implies that employees' confidence in their ideas being valued and acted upon varies across groups, possibly influenced by factors such as job role, seniority, or department.

Opportunities for Innovation

For the statement, *"In my organization, employees are given room to introduce something new,"* the ANOVA results show a much stronger statistical difference, with an F-value of 8.146 and a significance level of 0.000. The lower the p-value (Sig.), the higher the confidence in the existence of significant differences. This suggests that different groups have widely varying experiences when it comes to innovation opportunities. Some employees may feel highly encouraged to innovate, while others might perceive barriers to introducing new ideas. These disparities could stem from structural or cultural differences within the organization, where certain teams or departments foster a more innovation-friendly environment than others.

Training and Skill Development

The statement, *"I am periodically trained to update my skills,"* has an F-value of 5.131 and a significance level of 0.003, indicating a statistically significant variation between groups. This suggests that access to training opportunities is not uniform across the organization. Some employees may have more frequent opportunities to upgrade their skills, while others may feel left out. Differences in training access might be influenced by hierarchical structures, the nature of the job roles, or even organizational priorities. A disparity in training access can lead to skill gaps and differing levels of competency among employees.

Risk-Taking and Entrepreneurial Environment

The statement, *"My organization is a very dynamic, entrepreneurial place, for which we (employees) are willing to stick out our necks and take risks,"* resulted in an F-value of 4.198 and a significance of 0.008, indicating a significant difference in perceptions. This suggests that while some employees experience a risk-taking and dynamic work culture, others might feel constrained by rigid structures. The variation in responses could stem from differences in leadership styles across teams, the organization's risk tolerance in different business functions, or individual employee experiences with past risk-taking initiatives.

Commitment to Job Performance

For the statement, *"I care about doing a good job,"* the F-value of 3.092 and a significance of 0.032 indicate statistically significant but relatively smaller differences in responses across groups. This suggests that while most employees care about job performance, there are some variations in how strongly this sentiment is felt. Factors such as motivation, recognition, and job satisfaction might play a role in shaping these differences. Employees who receive more positive reinforcement and appreciation for their work may express stronger commitment, while those who feel undervalued may be less enthusiastic.

Perceived Value of Work

The statement, *"I feel my work adds value to this bank,"* yielded an F-value of 10.263 and a significance level of 0.000, indicating a highly significant difference among groups. This result suggests that employees do not uniformly perceive their contributions as valuable to the organization. Some groups may feel a strong sense of purpose and contribution, while others may struggle to see the impact of their work. This could be influenced by role clarity, feedback from superiors, and opportunities for meaningful engagement in decision-making processes.

Workplace Motivation and Job Satisfaction

Lastly, the statement, *"I usually look forward to coming to work in my organization,"* has an F-value of 8.092 and a significance of 0.000, suggesting a strong variation in employee sentiment regarding workplace motivation. Some employees are highly engaged and motivated to come to work, while others may not feel the same enthusiasm. The differences might be linked to

workplace culture, job roles, leadership approaches, or organizational policies related to employee well-being.

Overall Interpretation and Implications

The ANOVA results indicate significant variations across different employee groups in terms of confidence in idea implementation, innovation opportunities, training access, risk-taking culture, job commitment, perceived value of work, and workplace motivation. The presence of statistically significant differences in these areas suggests that organizations need to address disparities in employee experiences.

1. Addressing Innovation Gaps: If certain groups feel they lack opportunities to innovate, organizations may need to implement more inclusive innovation programs or leadership-driven encouragement.
2. Ensuring Equal Training Access: Since skill development shows significant variations, structured training programs that reach all employees should be prioritized.
3. Fostering a Unified Organizational Culture: The mixed responses regarding entrepreneurial spirit and risk-taking suggest that some employees feel limited by corporate structure. Addressing these concerns through better leadership strategies can help create a more dynamic work environment.
4. Enhancing Job Satisfaction and Engagement: Since not all employees feel their work adds value or look forward to coming to work, organizations should work on recognition programs, meaningful engagement, and employee well-being initiatives.

By addressing these disparities, organizations can create a more cohesive and motivated workforce, improving overall performance and employee satisfaction.

Discussion

The findings from the ANOVA analysis provide significant insights into the relationship between organizational culture and employee retention in the selected commercial banks in Anambra State. The study reveals notable differences in employee perceptions regarding various aspects of their workplace, including confidence in idea implementation, opportunities for innovation, training and skill development, organizational dynamism, job commitment, perceived value of work, and workplace motivation.

The results indicate that employees do not perceive equal levels of support in terms of innovation, risk-taking, and recognition for their contributions. The significant F-values and p-values below 0.05 suggest substantial variability among employee groups in how they experience these aspects of organizational culture. Employees who feel that their ideas are valued and implemented quickly exhibit higher levels of engagement and commitment. However, disparities in this perception indicate that some groups feel more empowered than others, which could be attributed to organizational hierarchy, departmental priorities, or leadership approaches.

A major finding from the ANOVA results is that opportunities for innovation and the perception of work adding value are among the most significant factors influencing employee retention. The F-values of 8.146 and 10.263 for these factors, with corresponding significance values of 0.000, highlight the critical role of innovation culture in retaining employees. Employees who are given room to introduce new ideas and see their contributions recognized are more likely to remain with their organization. Conversely, those who perceive a lack of such opportunities may experience job dissatisfaction and seek alternative employment.

Training and skill development also emerged as a crucial factor influencing employee retention, as indicated by the significant F-value of 5.131 ($p = 0.003$). Employees who receive periodic

training feel more competent and valued, which enhances their commitment to the organization. However, differences in training access suggest that certain groups may not receive adequate learning opportunities, leading to skill gaps and potential attrition.

Another important dimension explored in the study is the entrepreneurial culture within the organization, represented by employees' willingness to take risks. The ANOVA results reveal a significant F-value of 4.198 ($p = 0.008$), indicating that perceptions of a dynamic work environment vary among employees. This suggests that while some employees thrive in an innovative and risk-taking culture, others may feel constrained by rigid structures and risk-averse leadership styles.

The results also emphasize the importance of workplace motivation and job satisfaction. The significant F-value of 8.092 ($p = 0.000$) for the statement "I usually look forward to coming to work in my organization" indicates that employees' enthusiasm for their work environment is not uniform. Motivation levels can be influenced by leadership, recognition programs, and overall workplace culture, all of which play a role in employee retention.

Given these findings, commercial banks must take a strategic approach to improving employee retention by addressing disparities in innovation opportunities, training access, and recognition of employee contributions. Enhancing these aspects of organizational culture can lead to a more engaged and committed workforce, ultimately reducing turnover rates and improving overall business performance.

Conclusion and Recommendations

This study underscores the critical link between organizational culture and employee retention in commercial banks. The ANOVA results demonstrate that factors such as innovation, risk-taking culture, training opportunities, and perceived value of work significantly influence employees' decisions to stay or leave their organization. A positive and inclusive organizational culture fosters employee commitment, enhances job satisfaction, and strengthens retention strategies.

The findings indicate that employees who perceive their work as valuable, have opportunities for innovation, and receive adequate training are more likely to remain with their organization. However, disparities in these experiences highlight the need for management to adopt targeted interventions. Commercial banks must ensure equitable access to professional development programs, create a culture that encourages innovation, and implement recognition mechanisms that reinforce employees' contributions.

Furthermore, fostering a dynamic and entrepreneurial work environment can enhance organizational adaptability and long-term sustainability. Leadership should focus on creating policies that support employee engagement, encourage open communication, and align individual goals with the organization's mission. By doing so, commercial banks can cultivate a strong organizational culture that not only attracts but also retains top talent.

In conclusion, a well-structured organizational culture is a key determinant of employee retention. Banks that proactively address disparities in workplace experiences will benefit from a more stable workforce, improved employee morale, and sustained competitive advantage in the financial sector. Future research could explore additional factors influencing retention, such as compensation structures, work-life balance, and leadership styles, to provide a more comprehensive understanding of employee retention dynamics in the banking industry.

Based on the findings of this study, it is recommended that commercial banks implement strategies to foster a more inclusive and innovative organizational culture. This can be achieved by introducing structured innovation programs, providing equitable access to training and skill development, and ensuring that employees at all levels feel their contributions are valued. Additionally, leadership should promote a risk-taking and entrepreneurial mindset by reducing

bureaucratic constraints and encouraging creative problem-solving. Recognition and reward systems should be enhanced to improve job satisfaction and motivation. Finally, banks should adopt a continuous feedback mechanism that allows employees to voice their concerns and contribute to policy improvements, thereby creating a more dynamic and engaging work environment.

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