

**WORKPLACE RETENTION STRATEGIES AND ORGANISATIONAL PRODUCTIVITY OF COMMERCIAL BANKS IN RIVERS STATE****Prof. Wokocho, Ify Harcourt & Thomas, Iliya Antoka****Department of Management, Faculty of Management Sciences, Federal University Otuoke, Bayelsa State & Department of Business Administration, Faculty of Administration & Management, Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria***Email: ifyharcourtwokocha@gmail.com, tomasantoka@gmail.com***ABSTRACT**

This study examines the relationship between workplace retention strategies and organisational productivity of commercial banks in Rivers State. Three objectives and three corresponding null hypotheses guided the study. Correlational survey design was adopted for this study. The population of this study was 96 managers of commercial banks domiciled in Rivers State. The study adopted the census population. Structured questionnaire instrument titled "Workplace Retention Strategies and Organisational Productivity (WRSOPQ)" was used to elicit data. Cronbach's alpha reliability coefficient of 0.77 was used ascertained. PPMC (person product moment correlation) was used to test hypotheses on SPSS version 25. There is a significant relationship between workplace retention strategies dimensions and measures of organisational productivity of commercial banks in Rivers State. The study recommended that Commercial banks in Rivers State should prioritize structured career development programs, including regular training, mentorship schemes, succession planning, and internal promotion pathways that will lead to improved labour productivity and reduced turnover rates.

**INTRODUCTION**

In the rapidly evolving global economy, employee retention has emerged as a strategic priority for organisations aiming to enhance their productivity and maintain competitive advantage. As organisations invest substantial resources in talent acquisition and development, retaining skilled employees has become crucial to sustaining institutional knowledge, continuity, and performance (Azeez, 2017). Workplace retention strategies including employee recognition, career development opportunities, work-life balance, positive work environment, managerial support and equitable compensation are now viewed as essential drivers of organisational productivity.

Organisational productivity, defined as the ability to efficiently convert inputs into outputs, is heavily influenced by the quality, stability, and motivation of the workforce. High employee turnover often leads to increased recruitment and training costs, operational disruptions, and decreased morale among remaining staff (Bibi, Ahmad, & Majid, 2018). As such, effective retention strategies not only enhance employee satisfaction and commitment but also contribute to improved output, innovation, and customer satisfaction. With intensifying competition and the changing nature of work, organisations must adopt retention strategies that align with both employee expectations and organisational goals.

In many developing economies, including Nigeria, organisations face considerable challenges related to employee attrition, particularly in sectors that are highly competitive and dynamic, such as banking, telecommunications, and oil and gas. This has spurred the need to evaluate the link between retention strategies and organisational productivity more systematically. Empirical studies have shown that when employees feel valued and supported through clear retention policies, they are more likely to contribute effectively to organisational objectives (Samuel & Chipunza, 2019). Conversely, poor retention practices can result in absenteeism, reduced efficiency, and loss of institutional memory.

The increasing complexity of workplace dynamics, coupled with generational shifts in workforce expectations, makes it imperative for organisations to rethink how they attract, retain, and engage their workforce. This study, therefore, seeks to explore how workplace retention strategies influence organisational productivity, providing insights that can help decision-makers craft effective human capital management approaches in modern organisational settings.

### Statement of the Problem

Commercial banks in Rivers State are increasingly challenged by declining organisational productivity, often linked to weak workplace retention strategies. Despite significant investments in talent acquisition and training, many banks experience high staff turnover, resulting in diminished labour productivity. Employees frequently exit the system before reaching peak performance, causing interruptions in workflow, project delays, and increased training costs for replacements. These frequent workforce disruptions not only reduce the cumulative output of individual staff members but also erode institutional knowledge critical for innovation and service quality. As a result, labour productivity in many banks remains below optimal levels, impacting overall performance outcomes. Moreover, operational efficiency in these banks is often compromised by the inability to retain experienced and skilled personnel. With constant workforce changes, commercial banks struggle to maintain stable teams that understand and implement banking procedures seamlessly. The loss of experienced hands leads to repeated errors, reduced turnaround time, and customer dissatisfaction. Operational processes that should run smoothly become prone to inefficiencies due to inadequate continuity and skills mismatch, ultimately increasing overhead costs and reducing profit margins. These inefficiencies are compounded by poor retention practices that fail to address the evolving expectations of employees, especially in a competitive and digitally transforming banking environment.

Lastly, there is a persistent challenge in aligning employee goals with organisational objectives, a condition worsened by poor retention strategies. When banks do not retain employees long enough to internalize the institution's vision, mission, and strategic goals, there is a disconnect between individual performance and corporate outcomes. Employees who feel undervalued or unsupported are less likely to commit to the long-term goals of the bank, leading to goal misalignment, lack of innovation, and weakened organisational culture. Without well-designed and effectively implemented retention strategies, commercial banks in Rivers State may continue to face declining productivity levels, reduced competitive advantage, and weakened long-term sustainability. It is against this downturn that the study examined workplace retention strategies and organisational productivity of commercial banks in Rivers State.

### Conceptual Framework

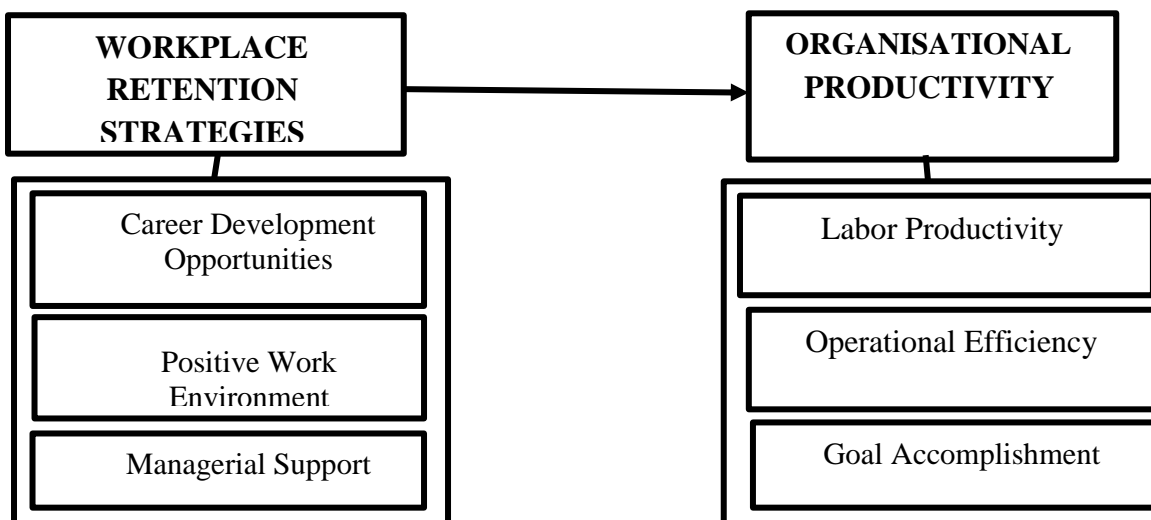


Figure 1: Conceptual framework on workplace retention strategies and organisational productivity of commercial banks in Rivers State.

**Source:** Adapted from Bibi, Ahmad, & Majid (2018) and Tangen (2005).

### **Aims & Objectives of the Study**

The aim of this study is to determine the relationship between workplace retention strategies and organisational productivity of commercial banks in Rivers State. The specific objectives are:

1. To determine the relationship between career development opportunities and labour productivity of communication banks in Rivers State.
2. To determine the relationship between positive work environment and operational efficiency of communication banks in Rivers State.
3. To determine the relationship between managerial support and goal accomplishment of communication banks in Rivers State.

### **Research Questions**

The following research questions were raised to guide the study.

- 1) What is the relationship between career development opportunities and labour productivity of commercial banks firms in Rivers State?
- 2) What is the relationship between positive work environment and operational efficiency of communication banks in Rivers State?
- 3) What is the relationship between managerial support and goal accomplishment of communication banks in Rivers State?

### **Hypothesis**

The following null hypotheses were formulated and was tested at a significant level of 0.05.

**H<sub>01</sub>:** There is no significant relationship between career development opportunities and labour productivity of commercial banks firms in Rivers State.

**H<sub>02</sub>:** There is no significant relationship between positive work environment and operational efficiency of communication banks in Rivers State.

**H<sub>03</sub>:** There is no significant relationship between managerial support and goal accomplishment of communication banks in Rivers State.

## **REVIEW OF RELATED LITERATURE**

This section reviews extant literatures under the headings of conceptual review, theoretical review and empirical review.

### **Conceptual Review**

#### **Workplace Retention Strategies**

Bibi, Ahmad, and Majid (2018) define workplace retention strategies as a set of systematic practices and initiatives designed to motivate employees to remain with an organization by enhancing their job satisfaction, engagement, and long-term commitment. Workplace retention strategies refer to the deliberate and structured efforts by organizations to keep their employees for extended periods, especially those with critical skills and experience. These strategies are essential in today's competitive and dynamic work environments, where talent mobility is high, and the cost of turnover is significant. The effectiveness of these strategies depends on how well they align with employee values and expectations. When implemented properly, they contribute not only to reduced turnover but also to enhanced workforce stability and commitment.

Employees who experience a positive and supportive work environment are more likely to go beyond basic job requirements, exhibit organizational citizenship behaviors, and become advocates for the firm. In this way, retention is no longer just about reducing turnover—it is about creating a high-performance culture that drives innovation, customer satisfaction, and organizational productivity

(Samuel & Chipunza, 2019). Therefore, successful retention strategies must be proactive, employee-centered, and adaptable to the changing dynamics of the modern workforce.

### **Dimensions of Workplace Retention Strategies**

#### **Career Development Opportunities**

Career development opportunities are one of the most effective workplace retention strategies used by organizations to enhance employee satisfaction and reduce turnover. These strategies involve structured initiatives that support employees' professional growth, such as training programs, mentorship, internal promotions, educational sponsorships, and succession planning. When employees perceive that their organization is genuinely invested in their career progression, they are more likely to remain loyal and committed. Providing clear pathways for advancement not only improves job satisfaction but also fosters a sense of purpose and motivation among workers (Noe, 2020). In knowledge-intensive sectors like banking, continuous skill development is crucial for both individual and organizational growth, making career development a strategic tool for retention.

Moreover, career development strategies signal to employees that their future with the organization is secure and valued, which reduces the temptation to seek opportunities elsewhere. Research by Bibi, Ahmad, and Majid (2018) shows a significant positive relationship between access to professional development and employee retention rates. Employees who are given opportunities to expand their skills and take on new challenges are more engaged and productive, contributing meaningfully to organizational goals. Therefore, organizations that integrate career development into their retention strategy are more likely to build a stable, competent, and motivated workforce, which in turn enhances long-term organizational performance.

#### **Positive Work Environment**

Zeytinoglu et al. (2017) define a positive work environment as a workplace setting characterized by mutual respect, supportive leadership, effective communication, employee involvement, and practices that promote employee well-being, satisfaction, and organizational commitment. A positive work environment is a critical retention strategy that fosters employee well-being, motivation, and loyalty. It encompasses a workplace culture that promotes respect, inclusiveness, open communication, psychological safety, and work-life balance. Employees are more likely to remain with an organization when they feel valued, supported, and part of a cohesive team. A healthy work environment reduces stress, minimizes conflict, and enhances interpersonal relationships all of which contribute to job satisfaction and reduce the likelihood of voluntary turnover (Zeytinoglu et al., 2017). In sectors like banking, where job demands can be high, cultivating a supportive atmosphere can significantly boost employee morale and encourage long-term commitment.

A positive work environment aligns with modern workforce expectations, particularly among younger professionals who prioritize organizational culture as much as compensation. According to workplace studies by Khan et al. (2021), employees who experience trust, fairness, and recognition in their workplace are more likely to exhibit loyalty and high performance. Organizations that invest in leadership training, flexible work arrangements, mental health support, and transparent communication systems often experience lower turnover rates. Therefore, creating and maintaining a positive work environment is not just an HR initiative but a strategic imperative that directly enhances employee retention and, by extension, organizational productivity.

#### **Managerial Support**

Eisenberger et al. (2022) define managerial support as employees' perception of the degree to which their supervisors value their contributions and care about their well-being. Managerial support refers to the actions and behaviors of supervisors and leaders that foster trust, mentorship, open communication, and empowerment of employees. It plays a central role in employee retention, as employees who feel supported by their managers are more likely to experience job satisfaction, motivation, and a sense of belonging. Supportive managers provide clear expectations, constructive feedback, recognition, and encouragement for personal and professional development. When

employees perceive their supervisors as approachable and invested in their growth, they are more likely to remain committed to the organization (Eisenberger et al., 2022). In high-pressure industries like banking, managerial support can also reduce job-related stress and enhance morale, contributing to lower turnover intentions.

Furthermore, managerial support enhances retention by fostering a culture of inclusion and psychological safety, where employees feel safe to express concerns, take initiative, and learn from mistakes. Research by Ghosh, Shuck, and Petrosko (2012) highlights that perceived supervisor support is strongly correlated with employee engagement and reduced voluntary turnover. Managers who model ethical behavior, prioritize employee well-being, and advocate for fair treatment create environments where employees are more likely to remain long-term. Thus, managerial support is not only a relational factor but a strategic element of retention policies that boosts employee loyalty and improves organizational stability.

### **Concept of Organisational Productivity**

Organisational productivity refers to the efficiency and effectiveness with which an organisation utilizes its resources such as labor, capital, and technology to produce goods and services that meet strategic goals. It is a key indicator of how well an organisation is performing in relation to its inputs and desired outputs. Productivity in this context goes beyond the quantity of output to include quality, innovation, and customer satisfaction. According to Tangen (2005), organisational productivity can be measured both in terms of performance (doing the right things) and efficiency (doing things right), making it a multidimensional construct that reflects overall organisational success. Labour productivity, operational efficiency, and goal alignment are essential components of organisational productivity. Labour productivity emphasizes the output produced per employee or work hour, reflecting workforce capability and engagement. Operational efficiency, on the other hand, pertains to how streamlined and cost-effective an organisation's processes are. High operational efficiency reduces waste, increases speed, and improves service delivery. Goal alignment ensures that employees' daily activities are in sync with the strategic objectives of the organisation. Without proper alignment, even a highly efficient workforce may not contribute meaningfully to long-term goals, thus lowering overall productivity (Becker, Huselid, & Ulrich, 2001). Enhancing organisational productivity requires a combination of internal strategies such as employee retention, innovation, leadership effectiveness, and a positive work environment. Organisations that invest in human capital, provide continuous learning, and cultivate a culture of performance tend to achieve higher productivity levels. Furthermore, technology adoption and data-driven decision-making have become increasingly important in sustaining productivity in today's competitive and dynamic environments. As Koontz and Weihrich (2010) argue, productivity is not just a function of effort but of how well an organisation is structured and managed to achieve its vision.

### **Measures of Organisational Productivity**

#### **Labor Productivity**

Labour productivity is a fundamental dimension of organisational productivity that measures the output generated per unit of labor input, often expressed as output per employee or output per hour worked. It reflects the efficiency with which human capital is utilized to produce goods or services. In a highly productive workforce, employees are well-trained, motivated, and equipped with the necessary tools to perform their roles effectively. High labour productivity is often associated with better job design, performance incentives, and the strategic alignment of individual roles with organisational goals (Syverson, 2011). In commercial banking, for instance, labour productivity can be observed in how efficiently customer transactions are handled, how quickly loan processing is completed, and how effectively customer issues are resolved.

Improving labour productivity requires continuous investment in employee development, technology integration, and optimal workload management. Organisations that fail to manage these aspects

often experience skill mismatches, low morale, and high absenteeism factors that significantly hinder productivity. According to Bloom and Van Reenen (2010), firms that implement structured management practices, such as performance monitoring and regular feedback, tend to achieve higher levels of labour productivity. Therefore, enhancing workforce capabilities through robust training, fair compensation, and supportive work environments is essential for boosting organisational output and competitiveness.

### **Operational Efficiency**

Operational efficiency refers to the organisation's ability to deliver products or services using the least amount of resources while maximizing quality and speed. It captures how well internal processes are streamlined and coordinated to minimize waste, reduce costs, and enhance service delivery. Operational efficiency focuses on process optimization, automation, quality management, and supply chain coordination. When operational efficiency is high, the organisation achieves faster turnaround times, improved customer satisfaction, and higher profitability (Parmenter, 2015). In commercial banks, operational efficiency is evident in prompt service delivery, reduced transaction errors, and minimal delays in financial operations.

Achieving operational efficiency requires the adoption of best practices in workflow design, the use of performance metrics, and the integration of digital tools. According to Slack, Brandon-Jones, and Johnston (2016), organisations that invest in continuous process improvement and lean management techniques are more adaptable to market demands and customer expectations. Inefficient operations, on the other hand, result in customer dissatisfaction, increased costs, and a loss of competitive advantage. Therefore, operational efficiency is not merely about cutting costs but also about creating value through smart resource management and innovation.

### **Goal Accomplishment**

Goal accomplishment refers to the successful achievement of predefined objectives and targets that align with an organization's mission and strategic vision. It represents the end result of coordinated efforts, effective planning, and efficient resource utilization within an organization. When goals are accomplished, it indicates that both individual and collective performance are aligned with organizational priorities, and that operational activities are yielding the desired outcomes. Locke and Latham (2002) emphasize that setting specific and challenging goals enhances motivation and performance, thereby increasing the likelihood of goal attainment. In the context of commercial banks, goal accomplishment could include meeting customer satisfaction targets, reducing loan default rates, or achieving specific financial performance benchmarks.

Achieving organizational goals also strengthens accountability, improves team cohesion, and enhances employee engagement. It reflects how well the organization's strategies, leadership, and human resource practices are functioning in harmony. As noted by Aguinis (2013), goal accomplishment is not only a measure of past performance but also a predictor of future success, as it builds a culture of high performance and continuous improvement. Regular monitoring, feedback, and performance reviews are critical for tracking progress and ensuring that employees remain focused on their objectives. Thus, consistent goal accomplishment is a key driver of long-term organizational sustainability and productivity.

### **Theoretical Review**

#### **Social Exchange Theory (SET)**

**Social Exchange Theory (SET)** was propounded by **Peter Michael Blau** in 1964 in his seminal work *"Exchange and Power in Social Life."* The theory is rooted in the idea that human relationships are formed through subjective cost-benefit analyses and mutual reciprocity. It suggests that individuals engage in social interactions and professional relationships based on expected rewards such as support, recognition, and fair treatment in return for their efforts, loyalty, or service. The underlying principle is that people are more likely to remain in relationships (including employment)

that they perceive as beneficial, and disengage when the perceived costs outweigh the benefits (Blau, 1964).

In the context of commercial banks in Rivers State, Social Exchange Theory (SET) provides a valuable lens for understanding how workplace retention strategies influence organisational productivity. When banks invest in supportive work environments, career growth opportunities, and managerial support, employees perceive these actions as organizational "investments" in their well-being. In return, employees are likely to reciprocate with increased commitment, reduced turnover, and improved performance. This reciprocal exchange not only strengthens labour productivity but also ensures operational efficiency and alignment with organisational goals. Therefore, SET underscores the importance of cultivating mutual trust and perceived fairness between banks and their employees as a strategic approach to enhancing retention and driving productivity.

### **Empirical Review**

Luka and Elizabeth (2023) examined the effect of employee retention strategies on organizational performance. The study was guided by the following specific objective: to examine the effect of employee empowerment on organizational performance in TransNzoia County, Kenya. The study's theories were; self-theory, equity theory, McClelland theory. The study used descriptive research design. The target population of the study was 100 employees in human resource department within County government of TransNzoia. Census was adopted since the target population is small. Data collection instruments was questionnaires. Data collection methods was both primary and secondary. Pilot test was carried out for validity and reliability of research instruments. The data was analyzed using Statistical Program for Social Sciences (SPSS) windows version 23. Multiple linear regression analysis was carried out to examine the effect of retention strategies on employee performance in the county government of TransNzoia, Kenya. Regression analysis was carried out to test the significant levels of one variable to the other in the study. ANOVA was carried out to test the hypotheses of the study. In conclusion basing on the findings, employee empowerment ( $\beta = 0.670$ ) was found to be positively related organizational performance in the County Government of TransNzoia, Kenya. From t-test analysis, the t-value was found to be 4.330 and the p-value 0.000. Statistically, this null hypothesis was rejected because  $p < 0.05$ . Thus, the study accepted the alternative hypothesis and it concluded that employee empowerment affects organizational performance in the County Government of TransNzoia, Kenya. The study came up with a number of recommendations. The study recommends that the county government of TransNzoia should empower employee to perform highly since it plays a significant role in the success and survival abilities of the organization and as it encourages better connection amongst workers and their administrators as well as cultivation of innovation, to offer more thoughts and critical thinking arrangements. Providing employees with the necessary guidance and skills, to enable autonomous decision making (including accountability and the responsibility) for making these decisions within acceptable parameters that are part of an organizational culture. Enable flexibility in the work design of employees and, consequently to improve work-life balance and enhance organizational performance. Employees are at liberty to exert their efforts towards the organizational goals when provided with flexible work environment. provision of equitable salary, effective incentive pay program and bonuses to motivate employees to increase their performance in the subsequent year as it makes them expect a repeat in the following year in expectancy and vice versa. The study will be significant to the government of Kenya, stakeholders, academicians in formulation of different strategies of attracting and retaining talented and qualified employee in the organisation.

### **METHODOLOGY**

Correlational survey design was adopted for this study. The target population for this study was 23 commercial banks in Rivers State. The population of the study was basically the departments' managers which consists of 96 respondents drawn from the management of the sampled firms.

The study adopted the census population. A self-administered structured questionnaire titled "Workplace Retention Strategies and Organisational Productivity (WRSOPQ)" was independently subjected to face and content validity by the supervisor and two other experts in the Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt. The corrections and suggestions of the validators were affected on the finale copy of the instrument which was used to collect primary data and the data obtained were accordingly analyzed. Cronbach's alpha reliability coefficient below the 0.75 was used ascertained.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.77	3

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .77 which is above .70 which implies that the items are reliable. PPMC (person product moment correlation) was used to test hypotheses on SPSS version 25.

### Analysis of Data

**H<sub>01</sub>:** There is no significant relationship between career development opportunities and labour productivity of Commercial Banks in Rivers State.

Table 2: Correlations on Career Development Opportunities and Labour Productivity

		Career Development Opportunities	Labour Productivity
<b>Career Development Opportunities</b>	Pearson Correlation	1	.750**
	Sig. (2-tailed)		.000
	N	96	96
<b>Labour Productivity</b>	Pearson Correlation	.750**	1
	Sig. (2-tailed)	.000	
	N	96	96

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

Table 2: Correlations on career development opportunities and labour productivity of Commercial Banks in Rivers State revealed that there is a significant relationship between career development opportunities and labour productivity of Commercial Banks in Rivers State (where P. 750 = sig, .000) thus leading to acceptance of alternate hypothesis: There is a significant relationship between career development opportunities and labour productivity of Commercial Banks in Rivers State.

**H<sub>02</sub>:** There is no significant relationship between positive work environment and operational efficiency of Commercial Banks in Rivers State.

Table 3: Correlations on Positive Work Environment and Operational Efficiency

	Positive Work Environment	Operational Efficiency

<b>Positive Work Environment</b>	Pearson Correlation	1	.776**
	Sig. (2-tailed)		.000
	N	96	96
<b>Operational Efficiency</b>	Pearson Correlation	.776**	1
	Sig. (2-tailed)	.000	
	N	96	96

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

Table 3: Correlations on positive work environment and operational efficiency of Commercial Banks in Rivers State revealed that there is a significant relationship between positive work environment and operational efficiency of Commercial Banks in Rivers State (where  $P = .776 = \text{sig}$ ,  $.000$ ) thus leading to acceptance of alternate hypothesis: there is a significant relationship between positive work environment and operational efficiency of Commercial Banks in Rivers State.

**Ho<sub>3</sub>**: There is no significant relationship between managerial support and goal accomplishment of telecommunication firms in Rivers State.

Table 4: Correlations on Managerial Support and Goal Accomplishment

		<b>Managerial Support</b>	<b>Goal Accomplishment</b>
<b>Managerial Support</b>	Pearson Correlation	1	.725**
	Sig. (2-tailed)		.000
	N	96	96
<b>Goal Accomplishment</b>	Pearson Correlation	.725**	1
	Sig. (2-tailed)	.000	
	N	96	96

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

Table 4: Correlations on managerial support and goal accomplishment of telecommunication firms in Rivers State revealed that there is a significant relationship between managerial support and goal accomplishment of telecommunication firms in Rivers State (where  $P = .725 = \text{sig}$ ,  $.000$ ) thus leading to acceptance of alternate hypothesis: there is a significant relationship between managerial support and goal accomplishment of telecommunication firms in Rivers State.

### **Discussion of Findings**

With respect to research question one; the correlations on career development opportunities and labour productivity revealed that there is a significant relationship between career development opportunities and labour productivity of commercial banks in Rivers State (where  $P = .750 = \text{sig}$ ,  $.000$ ) thus leading to acceptance of alternate hypothesis: there is a significant relationship between career development opportunities and labour productivity. This result is in line with the findings of Choudhury, Foroughi, and Larson (2021) who undertake a study on Mwangi and Omondi (2020) explored the influence of career development practices on labour productivity in Kenya's banking sector who posited that employees who engaged in career-enhancing programs reported better job satisfaction, reduced absenteeism, and a stronger alignment with organisational goals. The researchers argued that career development not only boosts individual performance but also serves

as a strategic tool for talent retention and productivity growth within competitive service industries such as banking.

With respect to research question and hypothesis two; correlations on positive work environment and operational efficiency revealed that there is a significant relationship positive work environment and operational efficiency of commercial banks in Rivers State (where  $P = .776 = \text{sig}, .000$ ) thus leading to acceptance of alternate hypothesis: there is a significant relationship between positive work environment and operational efficiency of commercial banks in Rivers State. This result is supported by the study of Hameed and Khan (2020) who examined the impact of workplace environment on operational efficiency in service organisations, including commercial banks, across Pakistan. The study found that environmental factors such as ergonomic workspaces, effective leadership, and interpersonal relationships significantly improved operational processes. Specifically, the results indicated that employees working in well-structured environments were more efficient in handling tasks, leading to improved customer satisfaction and reduced service downtime.

With respect to research question and hypotheses 3; Correlations on managerial support and goal accomplishment in communication banks in Rivers State revealed that there is a significant relationship between managerial support and goal accomplishment in communication banks in Rivers (where  $P = .725 = \text{sig}, .000$ ) thus leading to acceptance of alternate hypothesis: there is a significant relationship between managerial support and goal accomplishment in communication banks in Rivers. This finding is in line with Yusuf and Wale (2021) who carried out an empirical study examining the influence of managerial support on employees' ability to accomplish organisational goals in the Nigerian financial services sector. They posited that employees who received regular support and guidance from their managers demonstrated higher motivation, alignment with organisational objectives, and accountability in their performance. The study concluded that consistent managerial involvement improves goal clarity and execution across banking institutions.

## **CONCLUSIONS**

workplace retention strategies play a pivotal role in enhancing the organisational productivity of commercial banks in Rivers State. By investing in career development opportunities, cultivating a positive work environment, and ensuring strong managerial support, banks can significantly boost employee motivation, reduce turnover, and align individual efforts with organisational goals. These strategies foster labour productivity, improve operational efficiency, and drive goal accomplishment—key indicators of a productive and competitive banking sector. Therefore, implementing effective retention practices is not only essential for employee satisfaction but also for sustaining long-term organisational success in the dynamic financial industry.

## **RECOMMENDATIONS**

1. Bank management should invest in building a supportive and inclusive work culture that promotes open communication, teamwork, recognition, and psychological safety.
2. Commercial banks in Rivers State should prioritize structured career development programs, including regular training, mentorship schemes, succession planning, and internal promotion pathways that will lead to improved labour productivity and reduced turnover rates.
3. Banks should train managers to adopt transformational and supportive leadership styles, focusing on coaching, feedback, and resource facilitation that will enhance job clarity, and drive consistent goal accomplishment across departments.

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