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DEFICIENCY NEEDS AND TALENT RETENTION: MEDIATING ROLE OF GROWTH NEEDS AND JOB SATISFACTION IN COMMERCIAL BANK

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ABSTRACT

Purpose: *This paper investigates the mediating role of growth needs and job satisfaction on deficiency needs of independent structures and talent retention of dependent structures in commercial banks.*

Method: Data collection used a meticulous simple random sampling technique, targeting 150 commercial bank employees. The study used a self-administered questionnaire with a strict seven-point Likert scale. Similarly, a descriptive and causal comparative research design was used, supplemented by a comprehensive set of statistical measures, including mean, standard deviation, correlation and regression, using SMART-PLS and IBM SPSS 20 data analysis tools

Findings: The findings suggests that growth needs and job satisfaction help to retain talented employees in commercial banks.

Implications: The implication of these findings suggests that managers of the commercial banks should focuses on factor that affect growth needs and job satisfaction level of the employees.

KEYWORDS: *Growth needs, Job satisfaction, Deficiency needs, Talent retention, Employees engagement*

I. INTRODUCTION

Commercial banks are financial organizations that provide a wide range of banking services to individuals, businesses, government agencies. These banks typically aim to make a profit and offer services such as accepting deposits, issuing loans, and enabling various financial transactions. Deficiency needs an idea put forth by psychologist Abraham Maslow in his hierarchy of needs refer to the essential requirements necessary for an individual's survival, health, and mental stability. These needs are considered vital for maintaining both physical and mental well and are often prioritized when they are unfulfilled.

The banking sector is widely recognized as an important catalyst for economic growth and expansion in many service sectors (Zeeshan et al., 2021). The performance of the banking sector is closely linked to the competency of its workforce. The importance of human resources in organizations is well recognized as they play a vital role in achieving organizational goals and objectives, provided they are managed successfully.

The concept of employee engagement, which includes factors such as happiness and motivation, significantly affects individuals in the organization and the overall performance of the company (Chua & Ayoko, 2021; Khuzwayo et al., 2023). According to academic research, 4,444 people who are actively engaged in their work demonstrate a strong commitment to their assigned responsibilities and set an example of behavior that others can aspire to (Chen and Peng, 2021).

Improving employee engagement has become an important goal for businesses worldwide, beyond the banking sector, due to the service industry's ability to drive organizations to higher levels of success (Afsar et al., 2018). Maslow theorized that essential needs must be satisfied some time recently an individual can advance to higher levels of individual development and fulfillment. According to him, managers should understand an employee's position on the hierarchy to effectively motivate them. Subsequently, they must concentrate on addressing the needs pertinent to that

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particular level (Robbins, 1999). Employees play a crucial role in an organization, as their contributions are vital to its growth and success (Danish & Usman, 2010).

The workforce of an organization consists of unskilled, semi-skilled, and skilled individuals. Skilled employees enhance their abilities through training, development, and self-directed learning (Budhwar et al., 2018; Sidhu et al., 2019). Today, long-termIn today's business world, employee needs go beyond basic pay, which has led employers to shift their focus to understanding the true nature of employee engagement activities. Employees, in the current context, desire to be involved in the work of the organization, meaning that their role will contribute and influence the company in a broader sense (Marciano, 2010). Employee engagement is defined as a characteristic of the relationship between an organization and its employees. In other words, employee engagement refers to the intellectual and emotional commitment of employees to the Previous research has shown that talent retention is related to growth needs and job satisfaction, but other types of needs such as organizational culture, environment, and other factors are also directly related to talent retention.

The objectives of the study are as mentioned below:

a. To assess the differences among gender, age group of respondents with regard to deficiency needs, growth needs and job satisfaction
b. To measure the relationship between deficiency needs and talent retention
c. To examine the effect of deficiency needs on talent retention
d. To analyze the mediating effect of growth Needs and Job Satisfaction on the relationship between deficiency needs and talent retention

II. REVIEW OF LITERATURE

The term "relevant literature" refers to the existing body of research and scholarly work that is relevant to a particular study or research topic. This includes previous studies, theories, concepts, and empirical findings that help contextualize and justify the current study. A review of relevant literature involves summarizing and critically evaluating previous studies to identify gaps, trends, and foundational knowledge that inform new research.

Theoretical Review

Maslow's Hierarchy of Needs theory

Maslow's hierarchy of needs theory clarifies the relationship between job satisfaction and its level. operation helps to meet the needs for food, housing, clothing, health care, etc. In addition, employment provides financial security and a sense of familiarity (Maslow, 1962). According to Maslow, individuals must satisfy lower-level needs before moving on to higher-level needs. According to Maslow, individuals move through these levels in a sequential manner, categorizing lower-level needs over higher-level needs. Only while lower-level needs are adequately satisfied do higher-level needs emerge as motivators. However, it is essential to realize that not all individuals follow this exact sequence, as they may move from one level to another depending on their different circumstances and personal development. In a commercial bank in Nepal, Maslow's Hierarchy of needs provides a framework for understanding how deficiency and growth needs influence retention and job satisfaction. Initially, employees need to address their deficiency needs, such as fair compensation, job security, and a safe work environment, to avoid dissatisfaction.

Herzberg's Two-Factor Theory

Herzberg's two factors theory of motivation argued that achievement, recognition, career progression, and nature of works motivate employee but the absence of hygiene factors like working environment, interpersonal relations, supervision, salary, and company policy may negatively affect job satisfaction Herzberg et al (2010). Herzberg's theory posits that enhancing hygiene factors is essential to averting dissatisfaction in the workplace. However, to effectively inspire employees and elevate job satisfaction, organizations should prioritize offering avenues for the realization of motivational factors. Essentially, the lack of hygiene factors may cause unhappiness among employees, yet their mere existence is not sufficient for their happiness; instead, it is the presence of motivational factors that results in job satisfaction and heightened motivation.

The Dispositional Theory

The dispositional theory cited four factors linked to job satisfaction, which are self-efficacy, self-esteem, locus of control, and neuroticism Staw and (Cohen&Charash2005). he theory of dispositional, a foundational concept in the field of personality psychology, asserts that individuals harbor lasting and stable characteristics that influence their thoughts, emotions, and actions across a range of circumstances. These enduring traits, which span from specific attributes like extraversion to broader dimensions such as conscientiousness, tend to remain relatively stable over time

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and play a role in shaping the distinctiveness of each individual's character. While recognizing the impact of situational elements, dispositional theory underscores the enduring quality of traits and their ability to forecast behavior and results. By means of personality evaluations and studies, dispositional theory provides insights into individual distinctions, shapes predictive frameworks for various sectors like occupational performance and social connections, and directs interventions designed to foster self-awareness and personal development.

EMPIRICAL REVIEW

Talented employees critically identify the problems of the organization and provide creative and innovative solutions Höffler et al (2019). They also perform spectacularly and contribute to the progress of an organization Gberevbie (2008). Searching new talents and making them fit with organizational working is a risky and challenging task for human resource management. Thus, it is better to retain the existing talent and fill the higher positions from internal talents Cornelissen & Harris(2001); Karthikvel (2019).

Job satisfaction plays a crucial role in retaining talents within an organization. Job satisfaction depends on both intrinsic and extrinsic factors Rowe (2017). Deficiency needs are ignored for talented employee; however, living standard and lifestyle are decided by the income of the person therefore, deficiency needs also play a role in satisfaction and talent retention Honore, (2004); Rowe et al (2017); Wong (2019). A talented employee gives more important to their career opportunity and growth in an organization. If this lacks in the organization, then the organization loses its talents. Therefore, ambiguity free and well-defined career paths within an organization are required to retain talents Charan et al. (2015); Hur (2019). |

Job satisfaction depends on deficiency needs, growth needs Satisfaction is the starting and ending point of every relationship and, in the context of employee retention, job satisfaction is a critical element Cotton & Tuttle (1986); Lasisi et al. (2019). Job satisfaction plays a vital role in talent retention and can be achieved by satisfying deficiency and growth needs of talents Osteraker (1999). Job satisfaction with a sense of ownership and commitment provides a positive impact on employee retention Govaerts et al. (2015). Talented employees do consider salary and other benefits but they also look at career opportunities and growth perspectives available in the organization Daqar & Smoudy (2019). Job satisfaction and employee retention can be seen as locating tasks as per the skills and ability of employees, making them perform tasks effectively and efficiently.

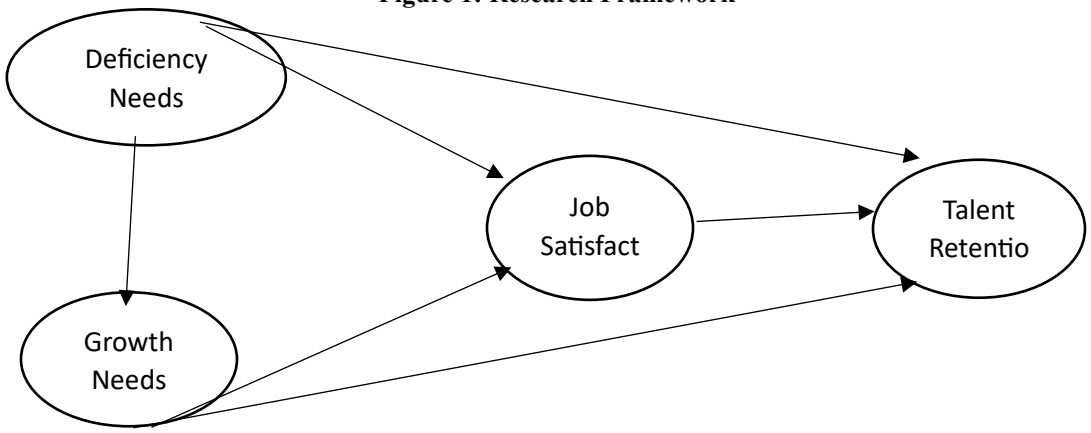
This gives a feeling of pleasure and satisfaction during the execution of tasks, and also found meaningful, recognized, and reward in an organization Phelps (2015). Employee satisfaction portrays the amount to which their anticipations match with actual rewards in the job. Job satisfaction is a multifaceted feeling, which depends on factors such as autonomy, payment and perks, working culture, commitments, and communication hierarchy Lane et al. (2010). Dispositional theory expressed factors like self-efficacy, self-esteem, locus of control, and neuroticism for job satisfaction (Staw & Cohen Charash 2005). Leave policy, management support, work–life balance, and interpersonal relationship are common factors to satisfy the deficiency needs of talents (Kaushal & Dogra 2015). A satisfied employee is treated as valuable assets for an organization. Always work for the betterment of the organization Kaur (2013). There are moderating effects of remuneration growth on voluntary employee turnover and job performance Trevor (1997). Healthy relationship with peers at the workplace is a causal factor of talent retention Kossivi Xu & Kalgora (2016); Pitts et al (2011).

Hypothesis is the statement of assumption or guess of final outcome. It has to be tested once the analysis of data is completed. The hypothesis of the study are as follows:
Hypothesis H_1: There is significant effect between Deficiency needs and talent retention
Hypothesis H_2: There is significant effect between growth needs and talent retention
Hypothesis H_3: There is significant effect between Job satisfaction and talent retention

The theoretical framework of the study is hereby delineated. It constitutes a collection of concepts, assumptions, and principles that serve as the basis for a specific research study or field of study. This framework facilitates comprehension of the research issue, delineation of pertinent variables, and establishment of their interrelations. Theoretical frameworks may be derived from established theories, models, or conceptual frameworks, or alternatively formulated for a particular research endeavor.

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Figure 1: Research Framework



Note: Adapted from Kushwaha et al (2020)

III. RESEARCH METHODOLOGY

This section incorporates research design, population, sample size, sampling method, nature and source of data, instrument for data collection and methods for data analysis.

Research Design

The study employs a descriptive research design, aiming to define subjects by profiling problems, people, or events through data collection and tabulation, as per Cooper and Schindler (2003). This approach suits the study's aim of describing existing conditions without variable manipulation. Additionally, a causal-comparative design is utilized to explore relationships between independent and dependent variables post-event. This multifaceted methodological approach enhances understanding of the research phenomena and their interrelations.

Population and Sample Size

The research area for the study is Bhairahawa. There are altogether 19 commercial banks in Siddarthnagar Municipality city. The total employees in these 19 commercial banks are 240 based on field survey, 2024.Therefore the population of the study is 240.

The sample size for known population is 150 which has been determined based on Yamane,1967 formula which is as mentioned below:

$$n= N/1+Ne*2$$

Where,

n= The Sample size
N= The Population of the study
e = The margin error in the calculation,

Sampling Technique

The sample respondents selected from the entire population have been contacted using the convenience sampling method.

Nature and Sources of data and Instrument for data collection

Quantitative data for the study were collected through a primary source. A self-structured questionnaire was prepared based on conceptual knowledge obtained from previous literature. The questionnaire employs a Seven-point Likert scale (7= Strongly Disagree, 6= Disagree, 5=Slightly Disagree, 4= Neutral, 3= Slightly Agree, 2= Agree, 1= Strongly Agree) to collect the responses from the participants.

In the initial phase, detailed practices and constructs related to the chosen variable were identified. In this perspective, four variables have been incorporated in the framework of the study. Among these variables Deficiency needs is a independent variable, Growth needs and Job satisfaction are mediating variable and Talent Retention is a dependent

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variable. In this regard, Subsequently, sets of questions were designed for each independent and dependent variable having total of 20 items. From the total questionnaire i.e. 180 distributed to the participants only 150 complete filled questionnaires were collected with response rate 83 percent.

Statistical tools

The research study has used Smart PLS and SPSS version 20 registered software of LBC to analyze the collected data. In this regard, the study employed various statistical tools based on the appropriateness of the data. Descriptive statistics, including mean and standard deviation (SD), were computed to analyze and identify bank staff's responses. Additionally, a reliability test was conducted to assess the reliability of the research instrument. A Normality test, specifically the K-S test, was employed to check the normal distribution of the data.

Following the assessment of data normality, parametric and non-parametric tests were utilized in inferential statistics. Furthermore, a Correlation tool was employed to measure the relationship between variables, and a Regression tool was used to examine the effect of independent variables on the dependent variable. Moreover, mediating analysis has been done to identify the direct and indirect effect among the variables.

IV. RESULTS AND ANALYSIS

Table 1

Measurement Items Assessment/Assessment of Survey Items

Variables	Items	Loadings	VIF	Mean	SD	Mean of Construct	SD of Construct
Deficiency Needs	DN1	0.866	2.602	5.092	1.708	5.32	1.3316
	DN2	0.821	2.25	5.15	1.782		
	DN3	0.862	2.476	5.477	1.522		
	DN4	0.801	1.998	5.797	1.546		
	DN5	0.762	1.651	5.088	1.646		
Growth Needs	GN1	0.848	2.241	5.678	1.489	5.349	1.5928
	GN2	0.784	2.036	5.732	1.527		
	GN3	0.871	2.74	5.624	1.522		
	GN4	0.881	3.799	5.06	1.692		
	GN5	0.784	2.684	4.651	1.734		
Job Satisfaction	JS1	0.905	3.395	5.772	1.386	5.4296	1.605
	JS2	0.909	3.711	5.376	1.628		
	JS3	0.727	2.007	5.154	1.69		
	JS4	0.863	2.702	5.242	1.838		
	JS5	0.855	2.613	5.604	1.483		
Talent Retention	TR1	0.837	2.202	3.779	2.02	3.0334	1.7022
	TR2	0.769	1.863	2.811	1.749		
	TR3	0.848	2.478	2.765	1.53		
	TR4	0.773	1.997	3.04	1.714		
	TR5	0.777	1.691	2.772	1.498		

Table 1 indicates the measures and validity related to the outer model. It shows the standardized outer loading, Variance Inflation Factor (VIF), mean, and Standard Deviation (SD) of the outer model. Seven scale items are used to assess four latent variables. The outer loading values of all the items are above the threshold value of 0.70 Similarly, the VIF values of all the items are below 5, indicating no multicollinearity among the scale items (Hair et al., 2019). Consequently, there is no multicollinearity among the items. The mean and standard deviation (SD) results of all the measurement items are in a good range on 7-point Likert scale data. Hence, the measurement items qualify for reliability and validity for further assessment.

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Table 2
Convergent Validity and Discrimination Validity: Construct reliability and validity assessment

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Deficiency Needs	0.881	0.882	0.913	0.678
Growth Needs	0.890	0.897	0.920	0.696
Job Satisfaction	0.907	0.925	0.931	0.730
Talent Retention	0.861	0.866	0.900	0.642

Table 2 contains the internal reliability and validity of the constructs used in this study. The Cronbach's Alpha values of all constructs are above the standard threshold value of 0.705 (Bland & Altman, 1997), which indicates that the internal consistency of all constructs and validates the scale used for measuring each of the constructs is reliable. Further, Composite Reliability (CR) rho_a and CR rho_c values are above 0.70, indicating construct reliability and validity (Saari et al., 2021; Hair et al., 2022). The Average Variance Extracted (AVE) values are above 0.50 threshold values, suggesting that the convergent validity of all the constructs is established (Hair et al., 2022). Hence, the results of the above table qualify all the quality criteria measures.

Table 3
One-Sample Kolmogorov Smirnov Test

	Deficiency Needs	Growth Needs	Job Satisfaction	Talent Retention
Kolmogorov-Smirnov Z	1.233	1.893	1.856	1.641
Asymp. Sig. (2-tailed)	.000	.002	.002	.009

As shown in table 3, since the z value for Deficiency needs, Growth needs, Job Satisfaction and Talent Retention is lies between -1.96 to +1.96, Deficiency Needs, Growth Needs, Job Satisfaction and Talent Retention Flow Normal Distribution.

Table 4
Independent Sample *t test*

	Gender of the respondents	N	Mean	T Value	P Value
Deficiency Needs	Male	83	5.21	-1.440	
	Female	67	5.45		.152
Growth Needs	Male	83	5.23		
	Female	67	5.46	-1.098	.274
Job Satisfaction	Male	83	5.36		
	Female	67	5.48	-.500	.618
Talent Retention	Male	83	5.26		
	Female	67	5.52	-1.238	.218

From the above table, it is shown that the p value of deficiency needs is 0.152 which is more than 0.05. Thus, it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of male and female employees are similar towards deficiency needs. From the mean value of male and female employees can be noticed that their opinion towards deficiency needs is similar. value of growth needs is 0.274 which is more than 0.05. Thus, it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of male and female employees are similar towards growth needs. Moreover, it is shown that the p value of Job satisfaction is 0.618 which is more than 0.05. Thus, it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of male and female employees are similar towards job satisfaction. Similarly, value of talent retention is 0.218 which is more than 0.05 thus it can be said that alternative hypothesis H2 is rejected at 5% level of significance.

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Table 5
One-way Anova

		Mean	Std. Deviation	F Value	P Value
Deficiency Needs	Below30	5.28	1.124	.585	.558
	30 to 40	5.34	.975		
	41 to 50	5.85	.473		
	Total	5.32	1.054		
Growth Needs	Below30	5.32	1.403	.081	.922
	30 to 40	5.33	1.311		
	41 to 50	5.60	.490		
	Total	5.33	1.345		
Job Satisfaction	Below30	5.37	1.492	.602	.549
	30 to 40	5.42	1.252		
	41 to 50	6.15	.300		
	Total	5.41	1.381		
Talent Retention	Below30	5.34	1.408	.177	.838
	30 to 40	5.41	1.215		
	41 to 50	5.70	.529		
	Total	5.38	1.313		

From the above table, it is shown that the p value of deficiency needs is 0.558 which is more than 0.05. Thus, it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of different Age group of employees are similar towards deficiency needs. From the mean value of different age group of employees can be notice that their opinion towards deficiency needs is similar. Similarly, it is shown that the p value of growth needs is 0.992 which is more than 0.05. Thus, it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of different age group of employees are similar towards growth needs. From the mean value of different age group of employees can be noticed that their opinion towards growth needs is similar. Moreover, it is shown that the p value of job satisfaction is 0.549 which is more than 0.05. Thus, it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of different age group of employees are similar towards job satisfaction. From the mean value of different age group of employees, it can be noticed that their opinion towards job satisfaction is similar. The p-value of talent retention is 0.838 which is more than 0.05. thus, it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. from the mean value of different age group employees, it can be notice that their opinion towards talent retention is positive.

Model Fit Assessment

We examined the goodness-of-fit indices for the model. Specifically, the standardised root mean square residual (SRMR) was utilised for this purpose. The SRMR value is 0.064, less than the threshold value of 0.08. The NFI value is 0.714, which is less than the critical value of 0.90. This indicates that the model possesses good explanatory power, as Hu and Bentler (1998) suggested. For the variable, needs the growth needs, the f-square value of deficiency needs is 0.165, on growth needs, indicating medium effect size. The f-square value of deficiency needs on job satisfaction is 0.122, indicating small effect size. Similarly, the f-square value of deficiency needs on talent retention is 0.129, indicating small effect size. The f-square value of growth needs on job satisfaction is 2.393, indicating large effect size. Similarly, the f-square value of growth needs on talent retention is 0.313, indicating medium effect size. The f-square value of job satisfaction on talent retention is 0.135, indicating small effect size. Cohen (1988). Lastly, the R-square value of growth needs is 0.140, which indicates weak predictive power. Further, the r-square value of job satisfaction is 0.736, which indicates moderate predictive and the r-square value of talent retention is 0.644, which indicates moderate power Hair et al. (2013).

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Figure: Path Diagram

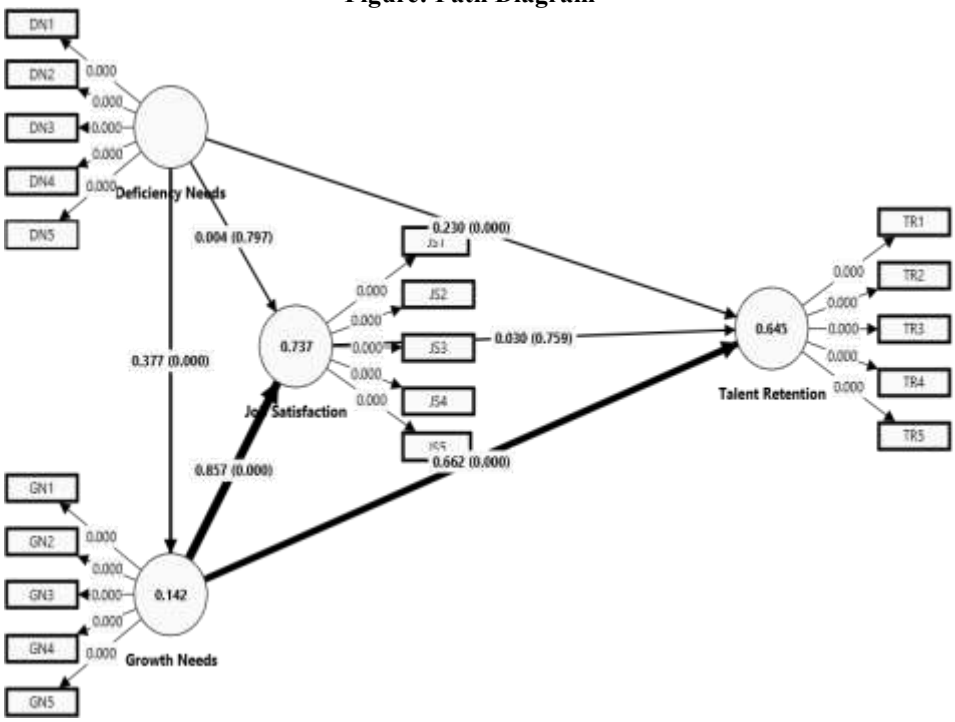


Table5
Correlation

		Deficiency Needs	Growth Needs	Job Satisfaction	Talent Retention
Deficiency Needs	Pearson Correlation	1	.198*	.168*	.080
Growth Needs	Pearson Correlation		1	.069	.071
Job Satisfaction	Pearson Correlation			1	.022
Talent Retention	Pearson Correlation			-	1

Table 5 shows regression coefficients, regression coefficient test statistics and test significance level to test for examining the effect of each independent variable on Talent retention. It is observed that all variables have a positive significant impact on Talent Retention. Also associates and direct responsible variables had the highest and lowest impact factor variable on Talent Retention respectively.

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Table 6:
Hypotheses Testing (Direct Effect)

	B	mean	STDEV	T stat.	P values	Decision
Deficiency Needs -> Growth Needs	0.377	0.377	0.041	9.159	0.000	Accepted
Deficiency Needs -> Job Satisfaction	0.004	0.004	0.016	0.258	0.797	Rejected
Deficiency Needs -> Talent Retention	0.230	0.226	0.030	7.639	0.000	Accepted
Growth Needs -> Job Satisfaction	0.857	0.857	0.036	24.080	0.000	Accepted
Growth Needs -> Talent Retention	0.662	0.668	0.092	7.207	0.000	Accepted
Job Satisfaction -> Talent Retention	0.030	0.025	0.097	0.307	0.759	Rejected

Figure and Table show the boot-strapping results under 5000 subsamples and decisions on Hypotheses. Hypotheses H1, H3, H4, and H5 are accepted at significance level 0.05. Hence, there is a positive and significant impacts of deficiency needs (β=0.377; $p<0.05$) on growth needs. Deficiency Needs on job satisfaction has negative impact. The deficiency needs on talent retention has positive impact, similarly deficiency needs on talent retention has positive impact, growth needs on job satisfaction has positive impact, similarly growth needs on talent retention has positive impact. The Job satisfaction on talent retention has negative impact.

Importance-Performance Map Analysis (IPMA

Figure: IPMA Map

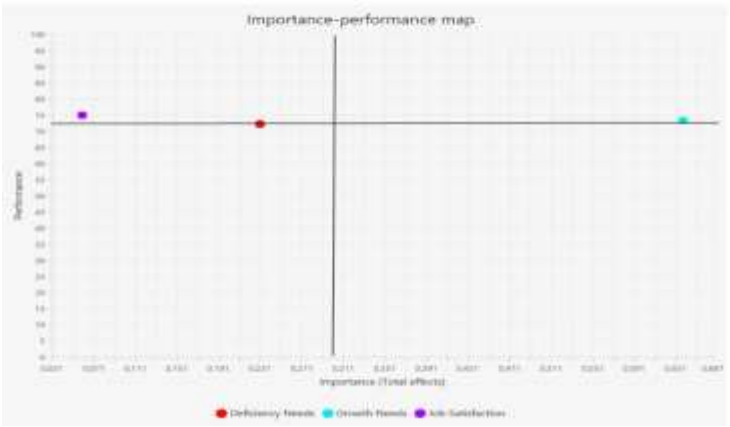


Table 6
IPMA Analysis

	Importance	LV Performance
Deficiency Needs	0.231	72.206
Growth Needs	0.638	73.361
Job Satisfaction	0.06	74.985
Mean	**0.309666667**	**73.51733333**

The Importance-Performance Matrix Analysis (IPMA) has been performed in this study. Variables with high importance and low performance can be easily identified by assessing IPMA (Höck, Ringle, & Sarstedt, 2011). Correspondingly, the outcomes from IPMA analysis will contribute to insights for company's owners to overcome and improve on identified areas with low performance and high importance (Höck et al., 2011). The importance value is the direct effect of an exogenous variable on an endogenous variable, whereas the performance value is the latent variable score on a scale from 0 to 100. Job Satisfaction has the highest performance, but it was the least important factor. The IPMA map also shows that course Deficiency needs is equally an important factor as Talent retention Next, the index values and total effects scores were plotted out in a priority map.

V. DISCUSSION

Gberevbie (2008) found that job satisfaction has an insignificant mediating effect between deficiency needs as an independent variable and talent retention as a dependent variable. Similarly, Charan et al. (2015) concluded that talented employees do not prioritize their basic daily needs, as their hierarchy of needs extends beyond physiological, social, and safety requirements. This implies that if human resource managers focus solely on fulfilling the deficiency needs of talented employees, they will neither fully satisfy nor retain them in the long term.

In line with this, Osteraker (1999) discovered that deficiency needs directly influence the mediating construct of growth needs, which in turn impacts both job satisfaction and ultimately talent retention. Likewise, Di Paolo (2016) highlighted that job satisfaction is linked to perceived job quality, shaped by an individual's assessment of both monetary and non-monetary job aspects. Furthermore, Bednarska and Szczyt (2015) emphasized that job satisfaction is an emotional response arising from the extent to which one's key job values are met satisfaction is experienced when these values are fulfilled, whereas neglecting them leads to dissatisfaction.

Overall, these findings align with existing research, reinforcing the idea that job satisfaction does not significantly contribute to employee retention.

VI. CONCLUSION AND IMPLICATION

Conclusion

Employees' needs are very dynamic; therefore, it keeps on upgrading. The mediating relationship path diagram suggests that the construct under this study is important for talent retention. Deficiency needs have a lesser impact on talent retention but it must be sufficient so that talented employees can live a better standard of lifestyle. HR managers should focus more on creating a professional growth environment for its best buddies of the organization because job satisfaction can be ensured when deficiency needs and growth needs of an employee are fulfilled. Talent retention is a holistic approach, therefore, the existence of one construct may not ensure their retention in the present organization but the absence of one construct may lead to a rise in the rate of employee attrition. Therefore, deficiency needs mediated by growth needs will warrant job satisfaction, and all together will guarantee talent retention in the Commercial Bank. The future study in this area can determine factors for employee retention and mediating role of demographic profile. Furthermore, upcoming studies can study about employee retention, considering expectancy theory and two-factor theories. In addition, the same study can be considered on different sectors and geographical locations because these two characteristics differ extensively from the human resource point of view.

Implication

Managers in commercial banks should recognize that addressing deficiency needs alone may not suffice for talent retention. Understanding the mediating roles of growth needs and job satisfaction is crucial. By prioritizing employee development opportunities and fostering a positive work environment, managers can enhance job satisfaction and fulfill growth needs, thereby increasing the likelihood of retaining talented personnel in the competitive banking sector.

for employees in commercial banks, recognizing the interplay between deficiency needs, growth needs, job satisfaction, and talent retention is key. Understanding that addressing growth needs and enhancing job satisfaction can positively impact retention can empower individuals to seek out opportunities for personal and professional development within their organization. By actively engaging in activities that fulfill growth needs and contribute to job satisfaction, employees can increase their likelihood of long-term success and fulfillment in the banking industry. Shareholders should understand that talent retention in commercial banks involves more than just addressing basic needs. Recognizing the mediating role of growth needs and job satisfaction highlights the importance of investing in initiatives that foster employee development and satisfaction. By prioritizing strategies that enhance talent retention, shareholders can contribute to the bank's long-term success and maximize shareholder value**.**

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