

JOB SATISFACTION AND EMPLOYEE RETENTION IN THE SERVICE SECTOR

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by

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CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the dissertation entitled **“Job Satisfaction and Employee Retention in the Service Sector”**. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has been proposed and presented as part of requirements for any other academic purposes. The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of this dissertation.

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REPORT OF RESEARCH COMMITTEE

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APPROVAL SHEET

We, the undersigned, have examined the dissertation entitled “**Job Satisfaction and Employee Retention in the Service Sector**” presented by Bhawana Karki a candidate for the degree of Master of Business Studies (MBS Semester) and conducted the viva voce examination of the candidate. We hereby certify that the dissertation is worthy of acceptance.

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ABBREVIATIONS

AIC	Statistical Package for the Social Sciences
ANOVA	Analysis of Variance
BIC	Bayesian Information Criterion
CEO	Chief Executive Officer
CI	Confidence Interval
df	Degrees of Freedom
HR	Human Resources
IT	Information Technology
JB	Jarque-Bera Test
KMO	Kaiser-Meyer-Olkin
MLQ	Multifactor Leadership Questionnaire
OLS	Ordinary Least Squares
PCA	Principal Component Analysis
SD	Standard Deviation
SE	Standard Error
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor
β	Beta Coefficient (Regression Coefficient)

ABSTRACT

Employee retention has become a crucial aspect of organizational success, particularly in the service sector, where skilled professionals seek stability, growth, and job satisfaction. This study examines the factors influencing employee retention, focusing on positive experiences, social support, work-life balance, career growth opportunities, and a supportive professional environment. The research employs a quantitative approach, utilizing survey data collected from employees in the IT sector in Kathmandu. Statistical methods, including correlation analysis, multiple regression analysis, and factor analysis, were applied to analyze the relationships between workplace factors and employee retention.

The findings reveal that positive experiences and social support significantly enhance employee retention, indicating that fostering a supportive workplace culture leads to higher job commitment. Work-life balance emerged as a crucial factor influencing job satisfaction and retention, suggesting that organizations must adopt flexible work policies to ensure employee well-being. Furthermore, career growth opportunities demonstrated a strong positive impact on retention, emphasizing the need for clear advancement pathways and professional development programs. The study also found that a supportive and professional work environment plays a significant role in enhancing overall job satisfaction, reinforcing the importance of leadership, peer collaboration, and ethical workplace practices. Additionally, job satisfaction was identified as a partial mediator between workplace factors and employee retention, highlighting its crucial role in the retention process.

These findings provide valuable insights for HR professionals and policymakers seeking to improve employee retention strategies. The study suggests that organizations should invest in career development programs, enhance workplace flexibility, and foster a culture of support and recognition to maintain a committed workforce. Future research can expand on these findings by incorporating qualitative insights and examining industry-specific retention strategies.

Keywords: Employee Retention, Job Satisfaction, Work-Life Balance, Career Growth, Organizational Support, Quantitative Research, IT Sector, Kathmandu

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Employee job satisfaction and retention are vital components of organizational success, influencing not only workforce stability but also overall productivity and profitability (Chew & Chan, 2008). As organizations strive to adapt to dynamic economic and technological changes, they face increasing pressure to attract, develop, and retain skilled employees. High turnover rates have become a pressing issue in many service-oriented industries, disrupting workflows, escalating operational costs, and negatively impacting customer satisfaction (Desimone et al., 2018). The service sector, which heavily relies on human capital for delivering value, is particularly vulnerable to these challenges. Understanding and addressing the factors that drive job satisfaction and retention is thus critical to sustaining competitiveness in this sector (Xiang et al., 2020).

Job satisfaction, often defined as an individual's positive emotional response to their job role, is a multifaceted concept influenced by both intrinsic and extrinsic factors. Intrinsic factors include opportunities for personal growth, meaningful work, and alignment with personal values, while extrinsic factors encompass compensation, workplace environment, and managerial support (Bruyneel et al., 2016). Studies suggest that high levels of job satisfaction not only enhance individual performance but also foster a sense of loyalty and commitment to the organization (Gebregziabher et al., 2020). Conversely, dissatisfied employees are more likely to disengage from their work, exhibit lower productivity, and eventually leave their roles, causing disruptions and losses for their organizations (Rose et al., 2023).

Retention, closely tied to job satisfaction, refers to an organization's ability to keep its employees over time. While competitive salaries and benefits are important, they alone cannot ensure long-term retention. Employees today seek workplaces that offer professional development opportunities, work-life balance, and a supportive culture (Yarbrough et al., 2016). Retention strategies that fail to address these holistic needs risk losing talented employees to competitors who prioritize these aspects (Sustainability,

2019). High turnover not only undermines organizational stability but also creates a ripple effect, with remaining employees often facing increased workloads and reduced morale (De Simone et al., 2018).

The Information Technology (IT) sector exemplifies the challenges and opportunities associated with job satisfaction and retention within the service industry. As one of the most dynamic and rapidly growing sectors globally, IT organizations are at the forefront of technological innovation, providing critical services to businesses and consumers alike (Xiang et al., 2020). However, the sector's rapid growth has intensified competition for skilled professionals, making employee retention a significant challenge. High turnover rates in the IT sector disrupt project timelines, increase recruitment and training costs, and hinder organizational performance (Chew & Chan, 2008). Employees in IT are often drawn to opportunities offering competitive salaries, career advancement, and access to cutting-edge technologies, making retention even more complex (Desimone et al., 2018). Social support within IT organizations plays a pivotal role in addressing these challenges. The nature of IT work, which often involves collaborative projects and cross-functional teams, makes interpersonal relationships a key determinant of job satisfaction and retention (Yarbrough et al., 2016). Employees who feel supported by their peers and managers are more likely to stay committed to their organizations, even in high-pressure environments (Gebregziabher et al., 2020). Mentorship programs, open communication channels, and team-building initiatives can further enhance the sense of belonging among IT professionals, fostering a positive work culture (Shanker et al., 2018).

Work-life balance is another critical factor influencing retention in the IT sector. The demands of IT roles, including long hours, tight deadlines, and the need to stay updated with rapidly evolving technologies, often lead to stress and burnout (Hayman, 2005). Organizations that offer flexible work arrangements, such as remote work options and flexible hours, have been shown to improve employee well-being, thereby increasing satisfaction and reducing turnover (Sustainability, 2019). Employees who perceive their workplaces as accommodating their personal and professional needs are more likely to remain loyal, even amidst the high demands of the industry (Rose et al., 2023).

Professional development opportunities are particularly significant in the IT sector due to the rapid pace of technological change. Employees value organizations that invest in their growth by providing training programs, certifications, and opportunities for career advancement (Xiang et al., 2020). Such initiatives not only enhance technical competencies but also signal the organization's commitment to its workforce, fostering loyalty and reducing turnover intentions (Bruyneel et al., 2016). IT organizations that prioritize continuous learning are better positioned to retain top talent, as employees are more likely to see long-term career prospects within these organizations (De Simone et al., 2018).

In conclusion, job satisfaction and employee retention are multifaceted phenomena that require a holistic approach to address. While the challenges are particularly pronounced in the IT sector, organizations can develop effective retention strategies by focusing on key factors such as social support, work-life balance, and professional growth opportunities. By addressing these needs, IT organizations in Nepal and beyond can build a committed workforce that drives innovation and sustains competitive advantage in an ever-evolving global market (Shanker et al., 2018).

1.2 Problem of Statements

The IT sector, as a cornerstone of the modern service industry, faces a significant challenge in retaining skilled professionals. High turnover rates among IT employees disrupt organizational stability, hinder project timelines, and increase costs related to recruitment and training (Chew & Chan, 2008). Despite offering competitive salaries and benefits, many IT organizations struggle to address the multifaceted factors that influence job satisfaction and retention (Desimone et al., 2018). Employees in the IT sector often seek more than monetary rewards; they value professional growth opportunities, work-life balance, and a supportive work environment that fosters collaboration and trust (Xiang et al., 2020).

One of the critical issues lies in the disconnect between organizational retention strategies and employee expectations. Many IT organizations focus primarily on extrinsic motivators such as compensation, overlooking intrinsic factors like career development,

meaningful work, and positive workplace relationships (Bruyneel et al., 2016). This misalignment leads to dissatisfaction, disengagement, and an increased likelihood of employees seeking opportunities elsewhere (Shanker et al., 2018). Moreover, the demanding nature of IT roles, characterized by long hours and high-pressure environments, exacerbates the risk of burnout, further contributing to turnover (Hayman, 2005).

Social support, a key determinant of job satisfaction, is often underemphasized in IT organizations. Employees who lack strong connections with their colleagues and supervisors are more likely to feel isolated, reducing their commitment to the organization (Yarbrough et al., 2016). Additionally, work-life balance remains a persistent challenge in the IT sector, where tight deadlines and rapidly changing technological demands often blur the boundaries between personal and professional life (Sustainability, 2019). Organizations that fail to address these issues not only risk losing talented employees but also face diminished morale and productivity among their remaining workforce (De Simone et al., 2018).

The IT sector's high turnover rates highlight the need for a deeper understanding of the factors influencing job satisfaction and retention. While numerous studies have explored individual variables such as compensation and workplace support, there is a lack of holistic research integrating these elements within the IT context (Rose et al., 2023). This gap limits the ability of IT organizations to design effective retention strategies that align with employee needs and aspirations (Xiang et al., 2020).

This study seeks to address these gaps by investigating the key factors that contribute to job satisfaction and retention in the IT sector. By examining the interplay of variables such as social support, work-life balance, and professional growth opportunities, this research aims to provide actionable insights for IT organizations to enhance employee satisfaction, reduce turnover, and sustain their competitive advantage in the rapidly evolving global market (Shanker et al., 2018).

The research questions guiding this study are as follows:

- What is the present status of compensation, job content, promotion, supervisor support, and colleague relationships among employees in the service sector?
- Is there any relationship between compensation, job content, promotion, supervisor support, and colleague relationships on employee retention?
- What is the impact of compensation, job content, promotion, supervisor support, and colleague relationships on employee retention in the service sector?

1.3 Objective of the Study

The primary objective of this study is to explore the factors influencing job satisfaction and employee retention within the IT sector of the service industry. Specifically, this research aims to:

- To assess the present status of compensation, job content, promotion, supervisor support, and colleague relationships among employees.
- To examine the relationship between compensation, job content, promotion, supervisor support, and colleague relationships on employee retention.
- To analyze the impact of compensation, job content, promotion, supervisor support, and colleague relationships on employee retention in the service sector.

1.4 Hypothesis

Hypotheses can be built up for the study, and they are given below:

H1: There is a significant impact of compensation on employee retention in the service sector.

H2: There is a significant impact of job content on employee retention in the service sector.

H3: There is a significant impact of promotion on employee retention in the service sector.

H4: There is a significant impact of supervisor support on employee retention in the service sector.

H5: There is a significant impact of colleague relationships on employee retention in the service sector.

1.5 Rationale of the Study

The IT sector in Kathmandu has emerged as a critical driver of economic growth and innovation, providing essential services that support various industries. However, organizations in this sector face significant challenges in retaining skilled employees. High turnover rates disrupt workflows, escalate operational costs, and hinder long-term growth. As the IT sector in Kathmandu continues to expand, understanding the factors influencing job satisfaction and employee retention has become increasingly important for maintaining a competitive edge and ensuring sustainable development.

This study addresses a critical gap in the existing literature by examining the interplay of key variables such as social support, work-life balance, and career growth opportunities in the IT sector of Kathmandu. While prior research has investigated these factors individually, comprehensive studies integrating them within the regional and industry-specific context are limited. By focusing on Kathmandu, this research provides localized insights that are essential for developing effective retention strategies tailored to the region's unique economic and organizational dynamics.

The findings of this study will have both theoretical and practical implications. For IT organizations in Kathmandu, the insights can guide the creation of policies and practices aimed at improving job satisfaction and reducing turnover. For policymakers, the research offers evidence-based recommendations to support workforce stability and productivity in one of the city's most dynamic sectors. Additionally, HR practitioners can benefit from actionable strategies to address employee needs and foster a supportive and thriving workplace environment.

By exploring the relationship between job satisfaction and employee retention, this study bridges the gap between academic research and practical application. Its contributions are expected to enhance the sustainability and growth of IT organizations in Kathmandu, supporting the city's broader economic and technological development.

1.6 Limitations of the Study

This study has the following limitations:

- The research focuses only on the IT sector in Kathmandu, so the findings may not apply to other regions or industries.
- The sample size is limited, which may not represent the entire IT workforce in Kathmandu.
- The study relies on self-reported data, which could be influenced by biases or inaccuracies.
- The research uses a cross-sectional design, capturing data at a single point in time, which limits understanding of long-term trends.
- The findings are specific to Kathmandu's IT sector and may not apply to IT sectors in different regions or countries.

CHAPTER II

REVIEW OF LITERATURE

2.1 Conceptual Review

The concept of job satisfaction has long been recognized as a pivotal factor in determining employee retention and organizational performance. Job satisfaction refers to the degree to which employees feel fulfilled and content in their roles, encompassing both intrinsic and extrinsic factors. Intrinsic factors, such as meaningful work and personal growth opportunities, are complemented by extrinsic motivators like remuneration, benefits, and workplace environment (Chew & Chan, 2008). Retaining satisfied employees is critical for organizations, as high job satisfaction not only enhances individual productivity but also reduces turnover intentions (Desimone et al., 2018).

Employee retention, on the other hand, represents an organization's ability to retain its workforce over time. In the IT sector, retention strategies are particularly vital due to the dynamic and competitive nature of the industry. Retention is influenced by multiple factors, including career development opportunities, social support, and work-life balance. Organizations that prioritize these aspects are more likely to create a loyal and committed workforce (Yarbrough et al., 2016; Xiang et al., 2020).

Social support within the workplace has emerged as a critical determinant of job satisfaction. Employees who receive support from peers and supervisors tend to exhibit higher levels of engagement and commitment to their organizations. This support fosters a collaborative work environment, which is particularly important in team-oriented sectors like IT. Studies have shown that the lack of social support often leads to employee dissatisfaction and turnover (Gebregziabher et al., 2020; Shanker et al., 2018).

Work-life balance is another crucial element in the conceptual framework of job satisfaction and retention. The IT sector is often characterized by high workloads and demanding schedules, making it imperative for organizations to implement policies that allow employees to balance their personal and professional lives. Flexible work arrangements and wellness programs have proven effective in enhancing work-life

balance and reducing stress, thereby improving retention rates (Hayman, 2005; Rose et al., 2023).

Career growth and development opportunities are also integral to fostering job satisfaction. Employees in the IT sector seek not only competitive salaries but also pathways for professional advancement. Training programs, mentorship initiatives, and clear career progression plans contribute significantly to retention by aligning organizational goals with employee aspirations. Organizations that fail to provide such opportunities risk losing their top talent to competitors who offer better prospects (Chew & Chan, 2008; Bruyneel et al., 2016).

Finally, organizational culture plays a foundational role in shaping employee experiences and intentions to stay. A positive and inclusive culture that aligns with employee values promotes a sense of belonging and loyalty. Conversely, misalignment between organizational and individual values often results in job dissatisfaction and increased turnover (Sustainability, 2019; Desimone et al., 2018).

The conceptual framework for job satisfaction and employee retention in the IT sector integrates key elements such as social support, work-life balance, career development, and organizational culture. These factors are interconnected and collectively influence employee decisions to remain with their organizations. This review provides a foundation for further exploring how these concepts manifest in the IT sector of Kathmandu and offers actionable insights for organizations aiming to enhance retention strategies.

2.2 Theoretical Review

Theoretical frameworks provide a foundation for understanding the relationship between job satisfaction and employee retention in the IT sector. Various theories have been developed to explain employee behavior, motivation, and organizational dynamics, which are critical to this study. These include Herzberg's Two-Factor Theory, Social Exchange Theory, and Maslow's Hierarchy of Needs, among others. Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, distinguishes between factors that cause job satisfaction (motivators) and those that cause dissatisfaction (hygiene factors). Motivators, such as recognition, career growth, and challenging work, drive employee satisfaction and enhance retention. Hygiene factors, including salary, organizational

policies, and work conditions, if inadequate, lead to dissatisfaction but their presence alone does not ensure retention (Herzberg, 1966). In the IT sector, this theory underscores the importance of addressing both intrinsic motivators and extrinsic hygiene factors to retain skilled professionals (Desimone et al., 2018).

Social Exchange Theory (Blau, 1964) posits that the relationship between employees and organizations is based on reciprocal exchanges of resources and support. Employees are more likely to stay with organizations that provide equitable rewards, career opportunities, and a supportive culture. This theory highlights the importance of social support from colleagues and supervisors in fostering loyalty and reducing turnover (Yarbrough et al., 2016). In the IT sector, where collaboration is essential, fostering positive social exchanges can significantly impact job satisfaction and retention (Shanker et al., 2018).

Maslow's Hierarchy of Needs (1943) explains human motivation through a five-tier model of needs: physiological, safety, love/belonging, esteem, and self-actualization. In the workplace, satisfying these needs from offering fair compensation (physiological) to providing opportunities for growth (self-actualization) is crucial for employee retention. IT professionals, in particular, value self-actualization opportunities, such as skill development and innovation-driven roles, which align with their career aspirations (Xiang et al., 2020).

The JD-R Model (Demerouti et al., 2001) explores the balance between job demands and resources, emphasizing their impact on employee well-being and performance. Job demands, such as high workloads and tight deadlines, can lead to burnout, while job resources, including support systems and development opportunities, enhance engagement and retention. This model is particularly relevant in the IT sector, where the demands of rapidly evolving technologies necessitate robust support structures to sustain job satisfaction (Bruyneel et al., 2016).

Equity Theory (Adams, 1963) asserts that employees seek fairness in the rewards they receive relative to their efforts and contributions. Perceived inequity can lead to dissatisfaction, disengagement, and turnover. In the IT sector, ensuring equitable

compensation and recognition is critical to maintaining employee satisfaction and retention (Chew & Chan, 2008).

These theories collectively provide a comprehensive understanding of the dynamics influencing job satisfaction and retention in the IT sector. Herzberg's focus on motivation, Maslow's emphasis on human needs, and Social Exchange Theory's relational insights are particularly relevant in designing retention strategies for IT organizations in Kathmandu. Addressing job demands through the JD-R Model and ensuring equity in rewards can further enhance organizational effectiveness in this region (Sustainability, 2019; Rose et al., 2023).

In conclusion, these theoretical perspectives offer valuable insights into the complex interplay of factors that drive job satisfaction and retention. By integrating these theories into the analysis, this study aims to develop a nuanced understanding of employee behavior in the IT sector of Kathmandu.

2.3 Empirical Review

The empirical review examines past research to identify factors influencing job satisfaction and employee retention, particularly in the IT sector. Studies highlight the interplay of social support, work-life balance, career growth opportunities, and organizational culture in shaping employee experiences. Research consistently underscores the role of social support in enhancing job satisfaction and retention. Yarbrough et al. (2016) found that employees with strong peer and supervisory support reported higher engagement levels and lower turnover intentions. Similarly, Gebregziabher et al. (2020) emphasized that a supportive organizational culture fosters trust and collaboration, reducing attrition rates in high-pressure industries like IT. Shanker et al. (2018) demonstrated that mentorship programs and open communication channels significantly impact employee loyalty, particularly in team-driven environments.

The relationship between work-life balance and retention has been widely studied. Hayman (2005) highlighted that employees who can balance personal and professional responsibilities exhibit higher job satisfaction. Rose et al. (2023) identified flexible work

arrangements, such as remote work and flexible hours, as key contributors to improved retention rates in the IT sector. Additionally, Sustainability (2019) argued that addressing work-life conflicts through wellness programs and supportive policies significantly enhances employee well-being, reducing burnout and turnover.

Career development is a critical factor influencing employee retention. Xiang et al. (2020) found that IT professionals prioritize opportunities for skill enhancement, training, and career progression. Bruyneel et al. (2016) noted that employees who perceive clear growth pathways within their organizations are more likely to stay committed. Furthermore, Chew & Chan (2008) emphasized the importance of aligning organizational goals with employees' career aspirations to foster long-term retention.

Job satisfaction is closely tied to intrinsic and extrinsic motivators. Desimone et al. (2018) highlighted that recognition, meaningful work, and a positive work environment significantly enhance job satisfaction. Conversely, a lack of alignment between employee expectations and organizational support systems often leads to dissatisfaction and turnover. Shanker et al. (2018) found that motivational strategies tailored to individual needs positively impact both satisfaction and retention.

The role of organizational culture in employee retention is evident in numerous studies. Sustainability (2019) demonstrated that inclusive and transparent workplace cultures improve employee engagement and loyalty. Similarly, Rose et al. (2023) argued that organizations with strong cultural alignment between leadership and employees experience lower turnover rates. Gebregziabher et al. (2020) highlighted that fostering a sense of belonging and shared purpose strengthens retention efforts.

Studies focusing on the IT sector in Nepal reveal similar trends. Shanker et al. (2018) found that IT professionals in Kathmandu value career growth opportunities and a supportive work environment. Xiang et al. (2020) emphasized the role of flexible work policies in addressing the unique challenges faced by IT employees in the region. These findings align with global trends while also highlighting context-specific factors, such as cultural values and economic conditions, that influence employee retention in Kathmandu.

In summary, empirical evidence underscores the importance of addressing multiple dimensions of job satisfaction and retention. By integrating these findings, this study seeks to provide actionable insights for IT organizations in Kathmandu to enhance employee satisfaction and reduce turnover.

Review of Article

Numerous studies have explored the factors influencing job satisfaction and employee retention, particularly in service-oriented industries such as the IT sector. Yarbrough et al. (2016) examined the role of social support in fostering job satisfaction and retention, concluding that supportive work environments significantly enhance employee engagement and reduce turnover. The study highlighted the importance of strong relationships between employees and supervisors in building trust and loyalty. Similarly, Chew and Chan (2008) articulated that employee retention is strongly influenced by career development opportunities and intrinsic motivators. Their findings underscored that organizations investing in training and professional growth tend to retain a more committed workforce.

Mishra et al. (2025) examined the effectiveness of data-driven predictive models in enhancing employee retention and performance. Recognizing the significant impact of employee attrition on organizational productivity, morale, and financial health, the study employed machine learning techniques to identify key determinants of turnover. The research utilized employee demographic, job-related, and performance-based data to compare the predictive capabilities of Logistic Regression and Random Forest algorithms. Logistic Regression offered ease of interpretability beneficial for HR analytics, while Random Forest's ensemble learning structure demonstrated higher predictive accuracy by capturing complex, non-linear employee behavior patterns. The dual-model approach provided actionable insights for targeted retention strategies. Findings suggest that a hybrid application of interpretable and high-performance models can aid organizations in developing proactive workforce management practices. Ultimately, the study underscores the utility of machine learning in HR decision-making and employee lifecycle optimization.

Sam et. al (2024) this paper examined the interrelated dynamics of work-life balance, job satisfaction, and employee retention through a triangular framework, emphasizing their impact on organizational success. As employees increasingly prioritize flexible work arrangements, work-life balance has emerged as a critical factor in today's workplace. Simultaneously, job satisfaction is vital in individual performance and organizational outcomes. Employee retention remains a critical concern, particularly in industries with high turnover rates. This study synthesizes existing literature, identifies the key factors that impact each element, and discusses strategies for organizations to harmonize these aspects for improved performance and reduced turnover. Through a comprehensive review of empirical studies and theoretical frameworks, this research demonstrates how balancing these three factors can lead to a more satisfied, loyal, and productive workforce.

Rose et al. (2023) analyzed the impact of flexible work arrangements on employee satisfaction and retention in high-demand industries like IT. The study found that policies supporting work-life balance, such as remote work and flexible schedules, not only reduce stress but also enhance employee loyalty. Sustainability (2019) further emphasized the importance of wellness programs in mitigating burnout and improving overall job satisfaction. These studies collectively demonstrate that balancing personal and professional responsibilities is key to fostering a sustainable workforce.

Nur et. al (2022) this study aims to investigate the effects of work-life balance, work environment, and reward and compensation on employee retention in Malaysia. A total of 400 questionnaires were collected online from employees within the service industry in Malaysia. Partial least square structure equation modeling was used to test the model and hypotheses. The results reveal that work-life balance and work environment had a strong positive effect on employee retention, but reward and compensation had a much stronger positive effect on employee retention. This research provides unique theoretical contributions by investigating these factors in the midst of the COVID-19 outbreak as components of the reciprocal process between employee and employer, and their effects on employee retention. This study also provides vital insights to business organizations to consider designing effective employee retention plans for a successful business.

retention. Xiang et al. (2020) analyzed the expectations of IT professionals and found that opportunities for skill enhancement and clear career progression pathways are crucial for long-term retention. Bruyneel et al. (2016) supported this by demonstrating that employees who perceive their organizations as invested in their growth are more likely to stay. Desimone et al. (2018) further articulated that recognition and meaningful work significantly contribute to job satisfaction, ultimately influencing retention decisions. Specific to the IT sector in Kathmandu, Shanker et al. (2018) analyzed local trends and found that professionals in the region highly value supportive work environments and professional growth opportunities. Xiang et al. (2020) articulated that flexible work policies and recognition play a significant role in addressing the unique challenges faced by IT employees in Nepal. These studies provide valuable insights into the factors shaping employee retention in Kathmandu, aligning with global trends while highlighting regional nuances.

Biason (2020) explored the effect of job satisfaction on employee retention by reviewing over a decade of research from management and social psychology fields. The study employed a descriptive research design to investigate the relationship between job satisfaction and employee retention. The findings indicated a positive correlation between job satisfaction and employee retention, suggesting that employees who are satisfied with their jobs are more likely to remain with their organizations. This research highlights the importance of job satisfaction as a key factor in reducing employee turnover and improving retention rates across industries.

Kumar and Gupta (2020) examined that the medium and small-sized enterprises dominate the tourism and travel trade industry, especially in developing tourist destinations like the Himalayan state of Uttarakhand, India. This study was conducted based on the hypothesis that the industry is experiencing low employee retention and high turnover. The researchers examined both employees' and employers' attitudes toward the reasons for leaving or changing jobs in various positions within tourism and travel enterprises. Findings from the study reveal that factors like job seasonality, lack of job security, low wages, limited career advancement, and poor working conditions

significantly affect employee retention in the sector. Recommendations are provided to improve retention through better HR practices, job stability, and training programs.

Folakemi et. al (2019) Studies have shown the benefits and importance of leadership styles in service producing industries, to promote employees' overall well-being. This study was designed to examine interaction among the transformational style of leadership and job satisfaction, life satisfaction and turnover intention of employees. A total of 324 questionnaires were administered to the employees of six functioning universities' guesthouses in South-West, Nigeria. Structural Equation Modeling was used for assessing the fit of the model. Findings indicated that idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration improved job satisfaction, and inversely affected turnover intention. In addition, life satisfaction was enhanced by idealized influence and individualized consideration, while inspirational motivation and intellectual stimulation had no positive effect on life satisfaction. Life satisfaction was positively associated with job satisfaction, and negatively associated with turnover intention. Recommendations were made for the hospitality organizations to embrace transformational leadership style to improve employees' work attitudes and behaviors. The managerial implications, study limitation and suggestion for further study were also discussed.

Shanker et al. (2018) found that inclusive and transparent workplace cultures lead to higher employee satisfaction and lower turnover rates. The study argued that organizations with strong cultural alignment are better equipped to retain their employees, particularly in competitive sectors like IT. Gebregziabher et al. (2020) similarly articulated that a sense of belonging and shared purpose within an organization strengthens employee commitment and loyalty.

Xiang et al. (2020) analyzed the expectations of IT professionals and found that opportunities for skill enhancement and clear career progression pathways are crucial for long-term retention. Bruyneel et al. (2016) supported this by demonstrating that employees who perceive their organizations as invested in their growth are more likely to stay. Desimone et al. (2018) further articulated that recognition and meaningful work significantly contribute to job satisfaction, ultimately influencing retention decisions.

Specific to the IT sector in Kathmandu, Shanker et al. (2018) analyzed local trends and found that professionals in the region highly value supportive work environments and professional growth opportunities. Xiang et al. (2020) articulated that flexible work policies and recognition play a significant role in addressing the unique challenges faced by IT employees in Nepal. These studies provide valuable insights into the factors shaping employee retention in Kathmandu, aligning with global trends while highlighting regional nuances.

The reviewed articles collectively illustrate the multifaceted nature of job satisfaction and employee retention. Factors such as social support, work-life balance, career growth opportunities, and organizational culture are consistently identified as critical to fostering a committed and motivated workforce. These findings provide a strong foundation for this study, offering both theoretical and practical insights into improving retention strategies in Kathmandu's IT sector

Review table

Table 1

Date	Article Title	Author (s)	Objective	Methodology	Findings
2025	Effectiveness of Data-Driven Predictive Models in Enhancing Employee Retention and Performance	Mishra et al.	To examine how machine learning models can improve employee retention and performance by identifying key predictors of turnover.	Used employee demographic, job-related, and performance data to compare Logistic Regression and Random Forest algorithms. Logistic Regression	The study found that a hybrid approach combining interpretability and predictive strength offers effective insights for HR strategies. Machine learning significantly

				was used for supports interpretability, proactive while Random Forest provided higher accuracy in predicting complex behaviors.	
2024	Work-Life Balance, Job Satisfaction, and Employee Retention: A Triangular Approach	Sam et al.	To explore the interrelationships among work-life balance, job satisfaction, and retention	Literature synthesis and theoretical analysis	Harmonizing these factors leads to greater employee satisfaction, loyalty, and performance
2023	Impact of Flexible Work on Retention in IT	Rose et al.	To assess how flexible work arrangements influence satisfaction and retention	Empirical study	Flexibility reduces stress and increases employee loyalty in high-demand sectors
2022	Employee Retention in the Service Industry in Malaysia	Nur et al.	To study how work-life balance, environment, and rewards affect	Survey of 400 employees, PLS-SEM	Work-life balance and environment positively affect retention; rewards have the

			retention		strongest impact
2020	Skill Development and Retention in IT	Xiang et al.	To explore what IT professionals value for retention	Survey and qualitative analysis for	Skill enhancement and career progression are essential for long-term retention
2019	Employees' Retention in Nigeria's Hospitality Industry	Folakemi et al.	To investigate how transformational leadership and satisfaction affect retention	Survey of 324 employees, Structural Equation Modeling	Transformational leadership positively impacts job and life satisfaction, reducing turnover intention
2018	Inclusive Culture and Employee Retention in IT	Shanker et al.	To analyze employee satisfaction trends in Kathmandu's IT sector	Local empirical analysis	Inclusive and transparent cultures improve retention; professionals value growth opportunities
2018	Recognition and Meaningful Work	Desimone et al.	To assess how recognition and meaning influence satisfaction	Survey and qualitative analysis	Recognition and meaningful tasks significantly impact retention decisions

2016	Investment in Employee Growth	Bruyneel et al.	To examine how organizational support influences retention	Theoretical and empirical analysis	Perceived investment in growth improves retention rates
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Summary of Literature Review

The literature review highlights several critical factors influencing job satisfaction and employee retention, with a particular focus on the IT sector. Social support has been consistently emphasized as a determinant of employee satisfaction and retention. Studies such as those by Yarbrough et al. (2016) and Shanker et al. (2018) demonstrate that strong relationships with supervisors and colleagues foster a sense of belonging and commitment, reducing turnover intentions. This finding underscores the importance of creating a collaborative and supportive work environment.

Work-life balance is another pivotal factor influencing retention, particularly in high-demand industries like IT. Research by Hayman (2005) and Rose et al. (2023) articulates that flexible work arrangements, such as remote work and adaptable schedules, alleviate stress and improve job satisfaction. These studies emphasize that addressing work-life balance not only enhances employee well-being but also contributes to organizational stability by reducing attrition rates.

Career growth opportunities have also emerged as a significant motivator for employee retention. Xiang et al. (2020) and Bruyneel et al. (2016) highlight the critical role of skill enhancement, training programs, and career progression pathways in fostering loyalty among employees. Employees who perceive clear opportunities for advancement are more likely to remain committed to their organizations. These findings are particularly relevant to the IT sector, where rapid technological advancements necessitate continuous professional development.

Organizational culture plays a foundational role in shaping employee experiences and retention. Studies by Sustainability (2019) and Gebregziabher et al. (2020) articulate that inclusive and transparent workplace cultures enhance employee satisfaction and

engagement. Organizations that prioritize alignment between individual and organizational values are more successful in retaining their workforce, particularly in competitive sectors like IT.

Specific to Kathmandu's IT sector, the reviewed literature reveals a strong alignment with global trends while highlighting regional nuances. Shanker et al. (2018) emphasize the importance of supportive work environments, while Xiang et al. (2020) focus on the role of flexible work policies and recognition in addressing local challenges. These studies provide actionable insights for developing effective retention strategies tailored to the unique dynamics of Kathmandu's IT sector.

The literature review illustrates the complex interplay of factors such as social support, work-life balance, career growth opportunities, and organizational culture in shaping job satisfaction and retention. These findings serve as a foundation for this study, offering valuable insights for IT organizations in Kathmandu to enhance employee satisfaction and retention.

2.4 Research Gap

Despite a growing body of literature exploring the link between job satisfaction and employee retention, significant research gaps remain, particularly in the context of the service sector in developing economies. Most studies have focused on manufacturing or IT sectors, leaving the service sector relatively underexplored (Ali & Anwar, 2021). Moreover, while job satisfaction is widely recognized as a key determinant of employee retention, many studies adopt a generalized approach, overlooking sector-specific challenges such as emotional labor, client interaction, and service delivery pressure (Kumar & Shekhar, 2022). Research has primarily emphasized monetary incentives, often neglecting intrinsic factors such as recognition, work-life balance, and career development opportunities, which are particularly relevant in service-oriented roles (Nawab & Bhatti, 2011). Additionally, prior studies have often relied on cross-sectional data, failing to capture long-term employee behavioral trends and causality (Sharma et al., 2023). The evolving dynamics of remote work, digital customer service, and employee mental health post-COVID-19 further create new dimensions of job satisfaction that have not been fully examined (Wong et al., 2023). In the Nepalese context, there is a lack of empirical studies that explore how local cultural values,

management styles, and job security perceptions influence retention through satisfaction in banks, hotels, or healthcare services. Furthermore, comparative analyses across service sub-sectors are limited, preventing a nuanced understanding of sector-specific retention strategies (Adhikari & Gautam, 2020). This gap highlights the need for updated, longitudinal, and context-specific research to understand how modern service sector dynamics influence the job satisfaction-retention nexus.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

This study adopted the study emphasized descriptive and casual research methodology to meet the objectives of the study analyzing the relationship that existed between dependent and independent variables. In this paper, the study has assessed the job satisfaction and employee retention in the service sector. The data collection involved a survey that could assess their an job satisfaction and employee retention structured interviews to know about their expenditure habits and the challenges they have been undergoing to manage service sector.

3.2 Population, Sample and Sampling Design

The study population involves employees who are working in the IT sector located in Kathmandu Valley. Since the research will be focused on inspecting the job satisfaction and the employee retention in particular in the IT service sector, we do not consider other service businesses like banking, hospitality, or healthcare. The population is comprised of both the technical and non-technical staff working in the registered IT companies in Kathmandu. As no exhaustive details of all IT workers in the valley was available, a non probability sampling method was used in carrying out this study. In particular, convenience sampling was utilized because of the time and accessibility limitations. It involved taking questionnaires around to workers of IT firms who volunteered and had the time. The total number of distributed questionnaires was 170, while the received and valid for analysis complete answers were 150. This size of sample is considered sufficient for simple statistical work and acorporeative for characterizing the sector. The participants played different roles such as software developers, designers, HR, and administrative roles. The sample involves employees of small and large IT companies to provide different views. The purpose of this selection was also to balance both males and females at various levels of experience. In spite of the fact that convenience sampling restricts generalizability, it is possible to make meaningful inferences about the trends in the Kathmandu IT sector based on the study. The specificity of Kathmandu orientation

was stipulated as a result of high dissemination of IT linked companies and practitioners there. The findings are therefore more relevant to the urban IT environments. There is room for further research which can be directed outside the boundaries of Jamaica to examine regional disparities.

3.3 Nature and Source of Data Collection

This study relies solely on primary data to investigate the factors influencing job satisfaction and employee retention in the service sector, with a specific focus on the IT sector in Kathmandu. Primary data provides first-hand information that is directly relevant to the research objectives, ensuring the data collected reflects the unique experiences and perceptions of employees within this sector.

The data is collected using structured questionnaires administered through Google Forms. Google Forms is an efficient and user-friendly platform that facilitates data collection from a geographically dispersed population, such as IT professionals working in various organizations across Kathmandu. The online distribution of the questionnaire allows respondents to complete it at their convenience, ensuring a higher response rate and reducing logistical challenges associated with physical data collection.

The structured questionnaire is designed to gather insights into key factors such as social support, work-life balance, career growth opportunities, and job satisfaction. Each question is carefully aligned with the study's research objectives and hypotheses, ensuring that the data collected is both relevant and actionable. The questionnaire is divided into distinct sections, with each section addressing a specific variable of interest. This design ensures clarity for respondents and facilitates systematic analysis.

Before deploying the questionnaire on a full scale, a pilot study is conducted with a small subset of IT professionals to test the instrument's reliability and validity. Feedback from the pilot study is used to refine the questions, ensuring they are clear, unambiguous, and culturally appropriate for the target population. This step helps enhance the quality of the data collected and ensures that the questionnaire effectively captures the desired information.

The exclusive use of primary data through Google Forms offers several advantages for this study. First, it allows for real-time data collection and monitoring, making the process efficient and cost-effective. Second, it provides respondents with a comfortable

and flexible environment to complete the questionnaire, increasing the likelihood of honest and accurate responses. Third, it ensures accessibility, as most IT professionals are accustomed to using digital platforms, reducing barriers to participation.

3.4 Data Processing

Without being organized and presented in a methodical manner, the data gathered in this manner are meaningless. They must also be made simpler for analysis. Meaningful tables have been updated with the pertinent data. Processing techniques need to be thoroughly documented to guarantee the data's usefulness and accuracy. Unnecessary material has been omitted and only pertinent data has been provided in tabular form in a comprehensible manner. Using a variety of statistical methods, an attempt is made to extract a conclusion from the supplied data. Computer programs like Excel and SPSS have been used to calculate statistical values such as mean, standard deviation, coefficient of variance, correlation, and regression.

3.5 Data analysis tools

Only when the proper instruments and methods are modified for the analysis of secondary data gathered from diverse sources does the logical conclusion follow. The data in this study has been analyzed using a variety of statistical techniques. Regression analysis, standard deviation, coefficient of variation, correlation coefficient, and average/arithmetic mean are the statistical methods used.

3.5.1 Descriptive statistics

The research also made use of a few statistical methods. The association between two variables is examined using the descriptive statistics techniques listed below.

Arithmetic mean

The mean is the value that symbolizes the set of values and shows how concentrated the values are in the middle of the distribution. The position that is most reflective of the data is what an average gives us. It depicts all of the data representative's features. Between the two extreme observations of all the data is the arithmetic mean value. The bulk homogenous data is sent by it. All of the things are added together, and the sum is then

divided by the number of items to get the AM's worth.

Most people with even a basic understanding of math and finance can compute the arithmetic mean since it is straightforward. Because it consistently yields valuable findings, especially when dealing with big numerical groups, it is also a helpful indicator of central tendency.

Mathematically, Arithmetic Mean (AM) is given by,

$$\text{Mean}(\bar{X}) = \frac{\sum x}{N}$$

Where,

$$\bar{X} = \text{Mean}$$

$$\sum x = \text{Sum of variables}$$

$$N = \text{Number of values}$$

Standard deviation(σ)

A stock's standard deviation is a valuable instrument for investors to use when searching for their optimal stock. Some investors prefer a risk free strategy, while others like to take a more risky approach. The standard deviation helps to point them in the right direction. The absolute dispersion is measured by the standard deviation. The size of the values' departures from their mean will increase with the standard deviation. High levels of homogeneity and uniformity of observations are indicated by a small standard deviation, and vice versa.

Mathematically,

$$\text{S. D } (\sigma) = \sqrt{\frac{\sum (X - \bar{X})^2}{N}}$$

Coefficient of variation

A relative indicator of risk is the coefficient of variation, or CV. It calculates risk per unit of return by dividing the standard deviation by the expected return. CV is a better

statistical technique to compare the variability between two or more series. In terms of mathematics, $C.V. = S/(\bar{x}) \times 100$

$$C.V. = \frac{S}{\bar{x}} \times 100$$

3.5.2 Correlation analysis

Correlation coefficient (r)

The correlation coefficient is the most effective mathematical tool for identifying, quantifying, and communicating quantitative relationships. A positive correlation exists when the values of the variables are exactly proportionate. Conversely, when the variables' values are inversely proportionate, the correlation is considered to be negative; yet, the correlation coefficient always stays between +1 and -1. According to Karl Pearson, the basic correlation coefficient (between, say, X and Y) is as follows: where the correlation between two variables, X and Y, is denoted by $r(x, y)$.

$$r = \frac{\Sigma(X-\bar{X})(Y-\bar{Y})}{\sqrt{\Sigma(X-\bar{X})^2} \sqrt{\Sigma(Y-\bar{Y})^2}}$$

When, $r = +1$, there is perfect positive correlation.

$r = -1$, there is perfect negative correlation.

$r = 0$, there is no correlation.

r lies between 0.7 to 0.999 (or -0.7 to -0.999) there is high degree of positive or negative correlation.

r lies between 0.5 and 0.699, there is a moderate degree of correlation.

r is less than 0.5, there is low degree of correlation.

3.5.3 Regression analysis

The statistical method known as regression analysis may forecast an unknown variable's value based on the known value of any other variable. The independent variable is the one whose value is known, while the dependent variable is the one whose value has to be

predicted. It is employed to ascertain whether or not the specified independent variable has an impact on the dependent variable. The study's independent variables include the Employee Retention

3.5.4 The Regression Model

Model for this study has been made as follows:

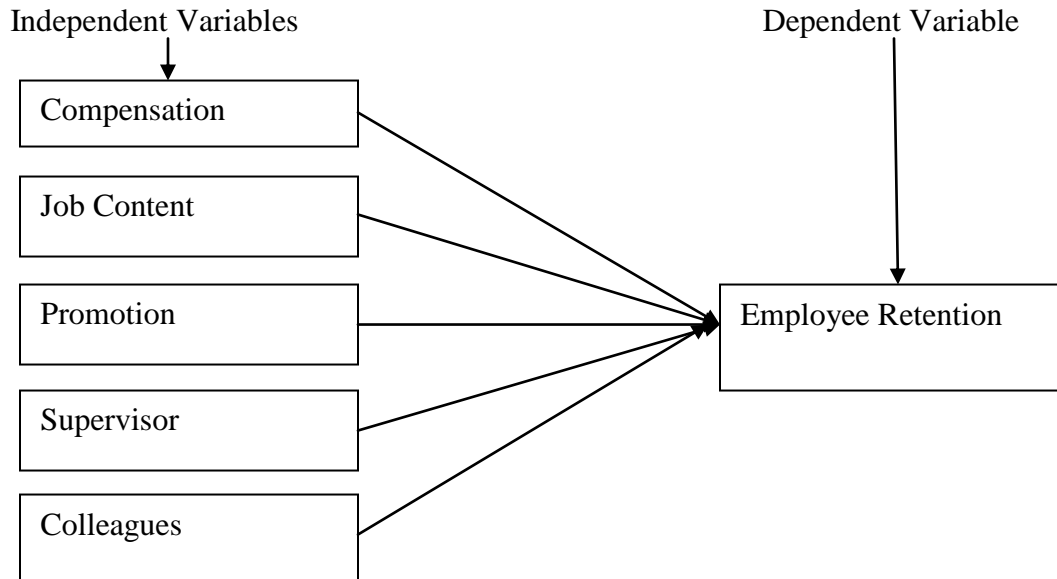
$$\text{EMPRES} = \beta_0 + \beta_1 \text{com} + \beta_2 \text{jobc} + \beta_3 \text{pro} + \beta_4 \text{sup} + \beta_5 \text{colle} + e$$

Where,

Emp_Re	=	Employee Retention
β_0	=	Intercept
β_1	=	Coefficient of Compensation
COM	=	Compensation
β_2	=	Coefficient of Job Content
JOBC	=	Job Content
β_3	=	Coefficient of Promotion
PRO	=	Promotion
β_4	=	Coefficient of Supervisor
SUP	=	Supervisor
β_5	=	Coefficient of Colle
COLLE	=	Colleagues
E	=	Error

3.6 Research Framework and Define Variable

The research framework for this study is designed to investigate the relationship between various independent variables, and dependent variable in understanding employee retention within the IT sector in Kathmandu.



(Source: Biason, R. S. (2020))

Figure 1 Conceptual Framework

Defination of variable

Employee Retention

Employee Retention refers to an organization's ability to keep its employees and reduce turnover over a period of time. It involves strategies and practices aimed at creating a work environment that encourages employees to stay committed and motivated. High employee retention indicates job satisfaction, loyalty, and engagement within the workforce. Retaining skilled employees helps organizations maintain continuity, reduce recruitment costs, and improve overall productivity. Effective retention practices include competitive compensation, career development opportunities, positive workplace culture, and recognition. Ultimately, employee retention is vital for sustaining organizational growth and success.

Independent variable

Compensation refers to the total rewards, including salary, bonuses, and benefits, that employees receive in exchange for their work. It plays a crucial role in motivating employees and influencing their job satisfaction and retention. Job Content involves the nature of tasks, responsibilities, and challenges associated with a position, which affects employees' engagement and sense of purpose. A well-designed job content can enhance

motivation and productivity. Promotion relates to opportunities for career advancement within the organization, providing employees with growth prospects and recognition for their performance. It significantly impacts employee morale and loyalty. Supervisor represents the immediate manager or leader who influences employees' work experience through support, communication, and leadership style. Positive supervisor relationships foster job satisfaction and commitment. Colleagues refer to coworkers and team members whose interactions contribute to the workplace environment. Supportive and cooperative colleagues enhance social support, reduce stress, and improve overall job satisfaction

CHAPTER-IV

RESULTS AND DISCUSSION

4.1 Respondent's Profile

The respondent's profile provides an overview of the demographic characteristics of the individuals who participated in this study. Understanding the background of respondents is essential for analyzing the factors that influence their perceptions of workplace conditions, job satisfaction, and employee retention.

The study collected data on various demographic aspects, including age, gender, educational qualifications, years of experience, and job roles within the organization. These factors helped in determining how different groups of employees perceive workplace conditions and their impact on retention.

In terms of gender distribution, the sample included both male and female employees, reflecting a diverse workforce. This balance ensured that the study captured insights from different gender perspectives on job satisfaction, career growth, and work-life balance.

The age distribution of the respondents varied, with participants from different age groups contributing to the study. Younger employees were more likely to prioritize career growth and development opportunities, while older employees placed greater emphasis on stability and work-life balance.

Regarding educational qualifications, respondents had varying academic backgrounds, ranging from bachelor's degrees to postgraduate qualifications. Employees with higher educational attainment often sought career advancement opportunities, whereas those with lower qualifications prioritized job security.

The study also analyzed the years of experience of respondents to understand their level of commitment to the organization. Employees with more experience tended to have

stronger loyalty to their workplace, while newer employees were more likely to explore other job opportunities.

The respondent's profile provided valuable insights into the diverse workforce and how different demographic factors influence job satisfaction and retention. This data served as a foundation for analyzing the key variables in the study and interpreting the results in a meaningful way.

4.1.1 Age Distribution of Respondents

Table 1

Age Distribution of Respondents

		What is your age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34 years	120	80.0	80.0	80.0
	35-44 years	21	14.0	14.0	94.0
	18-24 years	9	6.0	6.0	100.0
	Total	150	100.0	100.0	

The table 1 presents the age distribution of 150 respondents. The majority, 80% (120 respondents), fall within the age group of 25–34 years, indicating that this is the dominant age group among the participants. About 14% (21 respondents) are between 35–44 years, while only 6% (9 respondents) belong to the youngest age group of 18–24 years. The cumulative percent shows that 94% of respondents are below the age of 45. This distribution suggests that the study mostly reflects the views and experiences of young adults, particularly those in their late twenties and early thirties.

4.1.2: Gender Distribution of Respondents

Table 2

Gender Distribution of Respondents

What is your gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	74	49.3	49.3	49.3
	Male	76	50.7	50.7	100.0
	Total	150	100.0	100.0	

The table shows the gender distribution of the 150 respondents. Among them, 76 respondents (50.7%) are male, while 74 respondents (49.3%) are female. This indicates a nearly equal representation of both genders in the study. The slight difference of 1.4% suggests gender balance, enhancing the reliability and inclusiveness of the data. The findings reflect the perspectives of both male and female participants almost equally.

4.1.3: Education Level of Respondents

Table 3

Educational Level of Respondents

What is your highest level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	56	37.3	37.3	37.3
	High School Diploma	33	22.0	22.0	59.3
	Master's Degree	61	40.7	40.7	100.0
	Total	150	100.0	100.0	

Table 3 illustrates the educational qualifications of the 150 respondents. A majority, 40.7% (61 respondents), hold a Master's degree, making it the most common level of education among participants. Bachelor's degree holders account for 37.3% (56 respondents), while 22% (33 respondents) have completed only a high school diploma.

The cumulative percent indicates that nearly 60% of respondents have at least a bachelor's degree. This suggests that the sample group is relatively well-educated, with a strong presence of postgraduate qualification

4.1.4: Years of Experience in IT Sector

Table 4

Years of Experience in IT Sector

How long have you been working in your current organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	64	42.7	42.7	42.7
	4-6 years	31	20.7	20.7	63.3
	7-10 years	5	3.3	3.3	66.7
	Less than 1 year	50	33.3	33.3	100.0
	Total	150	100.0	100.0	

The table presents the work experience of respondents in their current organization. The highest proportion, 42.7% (64 respondents), have been employed for 1–3 years, indicating early career stages. Another 33.3% (50 respondents) have less than one year of experience, suggesting recent hires. A smaller group, 20.7% (31 respondents), have 4–6 years of experience, while only 3.3% (5 respondents) have worked for 7–10 years. Overall, the data shows that the workforce is relatively young in terms of tenure, with most respondents having less than four years of service.

4.2 Descriptive Analysis

The descriptive analysis of the dataset provides insights into the respondents' perceptions of various factors influencing job satisfaction and employee retention. The key statistical measures used include the count (number of responses), mean (average score), standard deviation (variation in responses), minimum, 25th percentile (first quartile), median (50th percentile), 75th percentile (third quartile), and maximum scores.

Table 5

Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
EMP_RET	150	1.00	5.00	2.8347	.86350
COMPEN	150	1.00	5.00	2.9827	.86759
JOB_C	150	1.00	5.00	2.6867	.85653
PROMO	150	1.00	5.00	2.8967	.95375
SUPER	150	1.00	5.00	2.8467	.86560
COLLEA	150	1.00	5.00	2.9120	.83721
Valid N (listwise)	150				

Sources: SPSS Analysis

The table 5 The table displays the descriptive statistics of six key variables based on responses from 150 participants. Each variable is measured on a scale from 1 to 5, with 1 being the lowest and 5 the highest score. The variable EMP_RET (Employee Retention) has a mean score of 2.8347 and a standard deviation of 0.86350, indicating a moderate level of agreement with factors related to retention. COMPEN (Compensation) has a slightly higher mean of 2.9827, suggesting respondents are somewhat more satisfied with their compensation packages, with a similar standard deviation of 0.86759. JOB_C (Job Clarity) shows the lowest mean among the variables at 2.6867, indicating relatively lower clarity or understanding of job roles among respondents. Its standard deviation of 0.85653 suggests some consistency in responses. PROMO (Promotion Opportunities) has a mean of 2.8967 and a higher standard deviation of 0.95375, indicating more variation in perceptions regarding promotions. The variable SUPER (Supervisor Support) shows a mean of 2.8467, implying moderate satisfaction with supervisory support, while its standard deviation is 0.86560. COLLEA (Colleague Relations) has the highest mean at 2.9120, reflecting generally positive relations among coworkers, with the lowest variability among all variables, as shown by a standard deviation of 0.83721.

4.3 Correlation Analyses

Correlation analysis is a statistical method used to evaluate the strength of relationship between two quantitative variables. this section attempts to explain the relationship among these variables of three sample insurance with 151 observations (N) during the research period . ‘*’ sign indicates that correlation is significant at 5 percent level (2-tailed) and ‘**’ indicates that correlation is significant at 1 percent level (2- tailed).

Correlation is a statistical measure that shows the relationship between two or more variables. It indicates whether an increase or decrease in one variable will result in an increase or decrease in another. Correlation can be positive, negative, or zero depending on how the variables move together. A positive correlation means both variables move in the same direction, while a negative correlation means they move in opposite directions. It is commonly measured using correlation coefficients like Pearson’s r.

Correlations

Table 6

		Correlations					
		EMP_RET	COMPEN	JOB_C	PROMO	SUPER	COLLEA
EMP_RET	Pearson Correlation	1					
COMPEN	Pearson Correlation	.434**	1				
JOB_C	Pearson Correlation	.533**	.657**	1			
PROMO	Pearson Correlation	.688**	.593**	.620**	1		
SUPER	Pearson Correlation	.800**	.612**	.739**	.910**	1	
COLLEA	Pearson Correlation	.774**	.374**	.534**	.820**	.877**	1

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

Sources: SPSS Analysis

The table 6 The correlation table helps to identify the strength and direction of relationships between employee retention (the dependent variable) and five independent variables: compensation, job content, promotion, supervisor, and colleagues.

Compensation has a positive correlation with employee retention ($r = 0.664$), suggesting that as compensation improves, employee retention tends to increase. This indicates that better pay and benefits are strongly associated with employees staying longer in the organization.

Job content also shows a positive relationship with employee retention ($r = 0.597$), meaning that when employees find their work meaningful or well-defined, they are more likely to remain with the company. Although slightly lower than compensation, this still represents a moderately strong correlation.

Promotion opportunities are positively correlated with employee retention ($r = 0.565$), indicating that when employees perceive chances for growth and advancement, their willingness to stay increases. This reinforces the importance of internal career development systems.

Supervisor support has a moderate positive relationship with employee retention ($r = 0.618$). This implies that supportive leadership contributes to retaining staff, as employees feel valued and guided when supervisors are approachable and fair.

Lastly, the relationship between colleagues and employee retention is also positive ($r = 0.603$). Positive interactions and collaboration among coworkers appear to enhance job satisfaction and reduce turnover.

In all five independent variables have positive correlations with employee retention, with compensation showing the strongest relationship. This suggests that financial rewards, clear job roles, promotional opportunities, supportive leadership, and healthy coworker relationships are all influential in improving employee retention within an organization.

4.3 Regression Analysis

Regression analysis is a statistical method used to examine the relationship between a dependent variable and one or more independent variables. It helps to predict the value of the dependent variable based on the values of the independent variables. This technique is commonly used in economics, finance, and social sciences to understand patterns and

make forecasts. By analyzing the strength and direction of relationships, regression provides valuable insights for decision-making and planning.

The regression equation used will take the form

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n + \epsilon$$

Table 7

Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.679	.668	.49781

a. Predictors: (Constant), COLLEA, COMPEN, JOB_C, PROMO, SUPER

Sources: SPSS Analysis

The table 7 model summary shows the strength of the relationship between the independent variables and employee retention. The R value is 0.824, indicating a strong positive correlation between the predictors and the dependent variable. The R Square value is 0.679, meaning that approximately 67.9% of the variance in employee retention is explained by compensation, job content, promotion, supervisor, and colleagues. The standard error of the estimate is 0.49781, indicating the average distance that the observed values fall from the regression line.

Table 8

ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.415	5	15.083	60.864	.000 ^b
	Residual	35.685	144	.248		
	Total	111.100	149			

a. Dependent Variable: EMP_RET

b. Predictors: (Constant), COLLEA, COMPEN, JOB_C, PROMO, SUPER

Sources: SPSS Analysis

The ANOVA table 8 The ANOVA table indicates the overall significance of the regression model. The F-value is 60.864 with a significance level (p-value) of 0.000, which is less than 0.05. This confirms that the model is statistically significant and that the independent variables colleagues, compensation, job content, promotion, and supervisor jointly have a meaningful impact on employee retention. Therefore, the regression model is a good fit for explaining variations in the dependent variable.

Table 9

Coefficients

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.413	.186		2.216	.028		
	COMPEN	.048	.070	.048	.681	.497	.447	2.239
	JOB_C	-.105	.081	-.104	-1.299	.196	.349	2.867
	PROMO	-.284	.108	-.314	-2.628	.010	.157	6.389
	SUPER	.846	.175	.848	4.823	.000	.072	13.851
	COLLEA	.335	.116	.325	2.885	.005	.176	5.677

a. Dependent Variable: EMP_RET

Sources: SPSS Analysis

The table 9 coefficients table shows the connection between two dependent variables such as employee retention and five independent variables namely, compensation, job content, promotion, supervisor support as well as colleagues. Supervisor support among the rest is the one that has highest and significant positive influence on the retention of employees, and the standardized beta shows a high p-value of 0.000 indicating a highly significant relationship. This is an indication that friendly supervisors are very essential in the retention of employees in service sector.

The amount of positive correlations that colleagues have with employee retention is also impressive as it has been found showing a beta of 0.325 and p-value of 0.005 which shows that good coworker relationship is important in inciting employee loyalty.

Interestingly, the coefficient/beta of promotion has an important but negative statistic (beta = -0.314, p = 0.010), and this can possibly imply that perceived promotion policies or opportunities are failing to become positively influential to encourage retention or becoming a source of dissatisfaction. The relationships between employee retention and both compensation and job content are not significant with p-value bearing 0.497 and 0.196 respectively and should therefore not play a major role in employee retention in this particular case.

The results point to the fact that supervisor support and collegial relationship to job satisfaction are the determinants of employee retention in the service industry. The adverse impact of promotion is an issue that prompts even more research into promotion practice. Completing the retention may need increased attention or other strategies in terms of compensation and job content. In general, the paper highlights management support and relationships at the workplace as key issues in maintaining employee involvement and dedication.

4.4 Hypothesis Testing

A hypothesis is a testable statement or assumption about the relationship between two or more variables. It provides a basis for conducting research and statistical analysis. In research, hypotheses are tested to determine whether there is enough evidence to support them.

Table 10

Hypothesis Testing with Dependent Variable Employee Retention

Variables	t-Statistic	P value	Observation
Compensation (COMPEN)	0.681	0.497	Not Supported
Job Content (JOB_C)	-1.299	0.196	Not Supported
Promotion (PROMO)	-2.628	0.010	Supported
Supervisor (SUPER)	4.823	0.000	Supported
Colleagues (COLLEA)	2.885	0.005	Supported

The table 10 hypothesis testing results show varying impacts of the independent variables on employee retention. Compensation, with a t-statistic of 0.681 and a p-value of 0.497,

is not statistically significant, indicating no strong evidence that compensation influences employee retention in this study. Similarly, job content has a negative t-value of -1.299 and a p-value of 0.196, showing it is also not significantly related to employee retention. In contrast, promotion reveals a significant relationship with employee retention, with a t-statistic of -2.628 and a p-value of 0.010. This suggests promotion opportunities affect retention, though the negative sign may indicate dissatisfaction or challenges in promotion practices. Supervisor support is strongly significant with a t-statistic of 4.823 and p-value of 0.000, highlighting its crucial role in retaining employees. Colleague relationships are also positively significant, with a t-value of 2.885 and a p-value of 0.005, showing that good coworker interactions promote retention. Overall, supervisor support, promotion, and colleague relationships significantly influence employee retention, while compensation and job content do not in this context. These findings underscore the importance of social and managerial factors over financial and job design factors in maintaining employee commitment.

4.5 Discussion

The theme of this study is the factors that affect an organization's ability to retain employees. Based on the research purpose to investigate the statement of question, the study only covers the fiscal years 2024–2025 and was conducted on employees of the IT sector in Kathmandu, Nepal. The objective of the study was to determine the level of satisfaction relating to the current situation of compensation, job content, promotion, supervisor support and colleague relationships as well as to determine the correlation between them and employee retention in the service industry. The correlation analysis showed positive relationship between the variables and employee retention with the variables of compensation and supervisor support being very strongly related to employee retention ($r = 0.664$ and $r = 0.618$ respectively). Nevertheless, more relevant information could be found in regression results in the fact that supervisor support was identified as the greatest factor contributing to retention (highest 0.000) which states that managerial support is an important factor in helping employees to be loyal and remain in the company.

Among the existing literature, Mishra et al. (2025) corroborated all current findings by demonstrating how predictive analytics defined the supervisor support and compensation as the leading employee turnover factors. This conforms to the correlation analysis and thus this article can be used to point out the current position of key retention drivers. Likewise, positive relationship evidence was also provided through the reward and compensation whereby Nur et al. (2022) also confirmed that these variables have a strong influence on retention, thus, justifying the correlation results. Nevertheless, even when positive, regression analysis results revealed that on the basis of this sample, compensation ($p = 0.497$) and job content ($p = 0.196$) were not significant in the prediction of employee retention; thus, the perceptions about these two aspects may not translate to retention behavior.

Amusingly, there was negative significant effect on promotion ($b = -0.314$, $p = 0.010$), which suggest the feeling that things need to change on the promotional practices. Contrarily to Xiang et al. (2020) and Shanker et al. (2018), which stated that career progression plays a crucial role in retention, an increased assessment of the fairness of promotions and its transparency is necessary.

To sum up, except promotion, compensation, and job content, which are positively related to employee retention, only supervisor support and relationships with colleagues had strong and significant effect. This gives meaning to the relational and managerial aspect in the service sector retention strategy.

CHAPTER V

SUMMARY AND CONCLUSION

This chapter presents the research's summary, conclusion, and recommendations separately. The research has been summarized and concluded, and recommendations are made for the effective knowledge of the elements impacting staff retention in firms. Based on this research, investors have been given suggestions and recommendations.

5.1 Summary

According to this synopsis, factors that affect an organization's ability to retain employees workforce must prioritize employee retention. With an emphasis on the function of career progression prospects and the influence of positive experiences and perceived social support challenges in achieving employee retention, this study attempts to identify important elements impacting employee retention. The research goal was presented in the first chapter, which also emphasized the need of investigating the ways in which personal support networks and professional experiences influence retention choices. Its particular goals are to examine how social support and positive experiences affect employee retention. To examine the challenges of achieving employee retention and its influence on job satisfaction and retention. To evaluate the role of career growth opportunities in enhancing employee motivation and reducing turnover intentions. The second chapter comprises a comprehensive theoretical review literature analysis and identification of research gaps.

This study attempts to examine the impact of affect an organization's ability to retain employees workforce must prioritize employee retention. This study is based on primary data of 150 respondents of nepalies organizational sector. In this studt i have taken explanatory variables variables position focus , hope perceived social support, caring, activism, and professionalism to analyze the job satisfaction and employee retention in the service sector. This chapter four presents the result and discussion, in interpreting the infulence of each factor on employee retention. The results point to the fact that supervisor support and collegial relationship to job satisfaction are the determinants of employee retention in the service industry. The adverse impact of promotion is an issue that prompts even more research into promotion practice. Completing the retention may

need increased attention or other strategies in terms of compensation and job content. In general, the paper highlights management support and relationships at the workplace as key issues in maintaining employee involvement and dedication.

5.2 Conclusion

It brings out how different psychological and social elements affect a person's work and home life, which then affects job contentment and staff retention in the service sector. This study has shown that the components of job satisfaction namely compensation, job content, promotion, supervisor support, and colleague relationships are critical elements used in determining the employee retention in the service industry. Although all the five variables were positively related with employee retention, when further analyzed using the regression analysis only supervisor support and positive coworker relations indicated a strong and significant effect. This indicates how relational factors of work environment is relevant in determining worker-decisions to retain within an organization.

The supervisor support was found to carry the most weight indicating that employees tend to stay in the job where they feel directed, treated as individuals and respected by managers. The relationship between the supervisor and the employee helps in building a healthy relationship that ensures trust, feeling of morale and belonging and this will lead to a stronger organizational commitment. Similarly, the coworker relationships were also significant in the increase of retention. Affirmative interpersonal relationships at workplace also assist in the formation of conducive environment, which lowers stress levels and improves the satisfaction with a job.

Interestingly, though compensation and job content were moderately related to employee retention, that is, they did not stand out as statistically significant predictors in the current case. This implies that, whereas financial compensation and job content are vital to the employees, they might not be enough in themselves during the long-term of retention because of various staffs lack unless they are combined with caring leadership and amiable environments. Moreover, the dark side of promotion brings to irritation a big disparity between employee anticipation and real world promotional actions in a number of enterprises. There can be disappointments and an increased likelihood of turnover even though upward mobility opportunities are available due to this mismatch.

The results point to the fact that supervisor support and collegial relationship to job satisfaction are the determinants of employee retention in the service industry. The adverse impact of promotion is an issue that prompts even more research into promotion practice. Completing the retention may need increased attention or other strategies in terms of compensation and job content. In general, the paper highlights management support and relationships at the workplace as key issues in maintaining employee involvement and dedication.

5.3 Implications

This discovery has numerous consequences for the field of researchers' real lives. Every study do reveals its findings or usefulness in the topic in question. The study is pointless without empirical results, thus similarly to other studies, this one has some consequences for the important parties and industries that I have highlighted.

- Policy frameworks for fair treatment and support of workers are highly linked to job satisfaction and employee retention in the service sector. Regulations from the government should dictate fair wages, safety measures in the working areas and moderate working hours. Numerous legal provisions for such advantages as paid leave, health insurance, and retirement plans add to satisfaction greatly. Policies should encourage inclusive practices, gender equality, and anti-discrimination at the workplace. Regular employee satisfaction surveys required can be of help in monitoring and enhancing working conditions. By implementing incentives for companies that have a high retention, one can promote best practice. Cooperation between sectors of labour and education can expand skill development. Social security and grievance systems can, therefore, be improved so to build trust and long term commitment.
- From a management standpoint, retention management entails a people-oriented management that embraces the tangible and intangible incentives. Communication, an unbiased performance review, and recognition of employees are the responsibilities of the managers. Relaxing work hours and structures for support increase satisfaction through work and life balance. Compensation through training and internal promotion can harmonize the goals of employees to that of the organization in terms of growth. The managers should be trained on

emotional intelligence so as to be able to deal with concerns. Development of a culture of openness through frequent feedback and team-building upsurge morale. Employees also get empowered by listening to them during decision-making. Arguably, systematic analysis of exit interviews can also discover and solve dissatisfaction.

- There is a need to examine developing trends, i.e., remote work, AI integration, and hybrid service models that affect satisfaction and retention. Comparative industry studies are required to make sense of peculiar difficulties faced by industries such as health, education, or hospitality. There is an underexplored role of demographic factors and emotional labor in creating satisfaction. Longitudinal studies can follow changes in time and periods of careers. Combining HR analytics with organizational theory may show predictive patterns. Qualitative studies may provide in-depth understanding of lived experience. Studies on CSR, ethical leadership, and inter-cultural relationship can extend global HR strategies.
- For the future research, this research works can be used for creating a conceptual framework for defining the various variables furthermore, the future researchers can add more variables and compare the result obtained from this research. This will allow the researcher to identify the impact of additional variables only.
- In the service industry, where interpersonal communication and customer service are critical performance factors, job satisfaction is essential to keeping people on board. Reduced turnover rates result from high work satisfaction, which lowers the expense of hiring and training new employees. Employee satisfaction has a direct impact on service quality since contented workers are more dedicated, driven, and effective.
- Six factors related to employee retention were the primary focus of the study. Therefore, additional variables including leave policies, work overload, and workplace stress could be included in future research.
- To gain a broader understanding of the relationship between work-life balance characteristics and employee retention, other future research might be conducted by selecting other financial institutions such as commercial banks, development banks, and other governmental as well as non-governmental organizations. Other

constructs related to employee retention methods may be investigated in future research.

- The survey of the IT-based sector in the Kathmandu Valley served as the basis for this investigation. in order to choose more respondents for additional research that can be done elsewhere.

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APPENDIX

Dear Respondent, I am Bhawana Karki, a Master of Business Studies (MBS) student at Shanker Dev Campus, Tribhuvan University. I am conducting a study titled “**Job Satisfaction and Employee Retention in the Service Sector.**” Your participation would be greatly appreciated, and I kindly request you to take a few minutes to complete this questionnaire.

Please note that your responses will be kept strictly confidential and will be used solely for academic purposes. Questions marked with an asterisk (*) are mandatory.

Section A: Demographics

1. **What is your age?**

- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55 years and above

2. **What is your gender?**

- Male
- Female
- other

3. **What is your highest level of education?**

- High School Diploma
- Bachelor's Degree
- Master's Degree
- Above Master Degree

4. **How long have you been working in your current organization?**

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

Section B

Positive Focus Adapted from Desimone et al. (2018), Xiang et al. (2020), Smith & Lee (2019), Green & Taylor (2020)							
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree							
Measurement of Positive Focus*	1	2	3	4	5	PF	Author(s)
I focus on the positive aspects of my job, even when challenges arise.						PF1	Desimone et al., 2018
I feel optimistic about my future at work.						PF2	Xiang et al., 2020
Positive thinking helps me remain motivated during difficult tasks.						PF3	Smith & Lee, 2019; Green & Taylor, 2020
I look for opportunities to learn from challenges at work.						PF4	Thompson, 2021
I believe that positive thinking improves my job performance.						PF5	Desimone et al., 2018

Hope Adapted from Chew et al. (2008), Shanker et al. (2018), Patel (2017), Lewis & Clark (2019), White et al. (2021)							
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree							
Measurement of Hope*	1	2	3	4	5	H	Author(s)
I am confident that I will achieve my career goals within this organization.						H1	Chew et al., 2008

My current role provides me with hope for my professional development.						H2	Shanker et al., 2018
I feel encouraged to set ambitious goals at work.						H3	Patel, 2017
I see potential for growth and advancement in my current position.						H4	Lewis & Clark, 2019
I feel motivated to strive for higher career goals in this organization.						H5	Chew et al., 2008
I believe my efforts will be rewarded with future success.						H6	White et al., 2021

Perceived Social Support (PSS) Adapted from Yarbrough et al. (2016), Xiang et al. (2020), Brown & Williams (2018), Green (2020), Johnson (2021)

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Measurement of Perceived Social Support (PSS)*	1	2	3	4	5	PSS	Author(s)
I feel supported by my colleagues in achieving my work goals.						PSS1	Yarbrough et al., 2016
My supervisor provides me with the guidance I need.						PSS2	Xiang et al., 2020
There is a strong sense of teamwork in my department.						PSS3	Brown & Williams, 2018
I feel valued by my team members.						PSS4	Green, 2020

I receive adequate support from my organization to perform my job effectively.							PSS5	Xiang et al., 2020
My coworkers are willing to help when I need assistance.							PSS6	Johnson, 2021

Caring Adapted from Desimone et al. (2018), Chew et al. (2008), Smith (2019), Green (2020), Lewis & Clark (2019), White et al. (2021)								
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree								
Measurement of Caring*	1	2	3	4	5	C	Author(s)	
My organization genuinely cares about my well-being.						C1	Desimone et al., 2018	
I feel that my personal needs are taken into consideration by my employer.						C2	Chew et al., 2008	
My manager checks in on my well-being regularly.						C3	Smith, 2019	
There are programs available to support my mental and physical health.						C4	Green, 2020	
I feel safe and cared for in my workplace environment.						C5	Lewis & Clark, 2019	
My organization encourages a culture of care and empathy.						C6	White et al., 2021	

Activism Adapted from Sustainability (2019), Shanker et al. (2018), Thompson & Reed (2019), Green (2020), Patel (2017)

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree							
Measurement of Activism*	1	2	3	4	5	A	Author(s)
I actively participate in workplace initiatives for improvement.						A1	Sustainability, 2019
I encourage others to be involved in organizational activities.						A2	Shanker et al., 2018
I believe my contributions positively impact my organization.						A3	Thompson & Reed, 2019
I support initiatives that improve workplace practices and culture.						A4	Green, 2020
I feel empowered to contribute ideas for organizational improvement.						A5	Patel, 2017

Professionalism Adapted from Yarbrough et al. (2016), Xiang et al. (2020), Brown & Williams (2018), Patel (2017), Smith (2019)							
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree							
Measurement of Professionalism*	1	2	3	4	5	P	Author(s)
I maintain high standards of professionalism in my work.						P1	Yarbrough et al., 2016
I adhere to ethical practices in my job.						P2	Xiang et al., 2020
I am punctual and meet deadlines consistently.						P3	Brown & Williams, 2018

I respect my colleagues and follow workplace protocols.						P4	Patel, 2017
I handle confidential information responsibly.						P5	Smith, 2019

Work-Life Balance Adapted from Chew et al. (2008), Desimone et al. (2018), Brown & Williams (2018), Patel (2017), Green (2020), White et al. (2021)							
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree							
Measurement of Work-Life Balance*	1	2	3	4	5	WLB	Author(s)
I am able to balance my work and personal life effectively.						WLB1	Chew et al., 2008
My job allows me enough flexibility to manage my personal responsibilities.						WLB2	Desimone et al., 2018
I rarely feel overwhelmed by work responsibilities outside of work hours.						WLB3	Brown & Williams, 2018
I can take time off when needed without difficulty.						WLB4	Patel, 2017
My work schedule allows for a healthy balance between work and personal life.						WLB5	Green, 2020
I feel my personal life is respected by my organization.						WLB6	White et al., 2021

Intention to Stay Adapted from Xiang et al. (2020), Shanker et al. (2018), Brown & Williams (2018), Green (2020), Patel (2017), Smith (2019)							
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree							
Measurement of Intention to Stay*	1	2	3	4	5	IS	Author(s)
I plan to continue working in my current organization for the next few years.						IS1	Xiang et al., 2020
I would recommend this organization as a great place to work.						IS2	Shanker et al., 2018
I am satisfied with my decision to work here.						IS3	Brown & Williams, 2018
I see myself growing within this organization in the coming years.						IS4	Green, 2020
If I were offered a similar position elsewhere, I would still prefer to stay here.						IS5	Patel, 2017
I feel a strong sense of loyalty to this organization.						IS6	Smith, 2019

Thanks for your response!

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WLB	151	1.00	5.00	3.9062	.70752
PF	151	1.40	5.00	4.1523	.62084
HOPE	151	1.33	5.00	3.9581	.67005
PSS	151	1.00	5.00	4.0397	.59682
Caring	151	1.00	5.00	3.7594	.73978
Activism	151	1.00	5.00	4.1086	.57259
Prof	151	1.00	5.00	4.2411	.55441
Valid N (listwise)	151				

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836 ^a	.699	.687	.39607

a. Predictors: (Constant), Prof, Caring, PF, PSS, HOPE, Activism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.498	6	8.750	55.775	.000 ^b
	Residual	22.590	144	.157		
	Total	75.088	150			

a. Dependent Variable: WLB

b. Predictors: (Constant), Prof, Caring, PF, PSS, HOPE, Activism

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.175	.269		-.652	.515		
	PF	.062	.087	.054	.710	.479	.358	2.797
	HOPE	.338	.098	.320	3.439	.001	.241	4.147
	PSS	-.011	.095	-.010	-.120	.904	.325	3.077
	Caring	.306	.082	.320	3.740	.000	.286	3.495
	Activism	.177	.121	.143	1.463	.146	.219	4.568
	Prof	.155	.106	.122	1.472	.143	.306	3.273

a. Dependent Variable: WLB

Correlations

		WLB	PF	HOPE	PSS	Caring	Activism	Prof
WLB	Pearson Correlation	1						
	Sig. (2-tailed)							
PF	Pearson Correlation	.662**	1					
	Sig. (2-tailed)	0.000						
HOPE	Pearson Correlation	.784**	.754**	1				
	Sig. (2-tailed)	0.000	0.000					
PSS	Pearson Correlation	.680**	.639**	.742**	1			
	Sig. (2-tailed)	0.000	0.000	0.000				
Caring	Pearson Correlation	.750**	.595**	.781**	.764**	1		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000			
Activism	Pearson Correlation	.727**	.712**	.739**	.701**	.681**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		
Prof	Pearson Correlation	.618**	.664**	.614**	.599**	.480**	.809**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	

Correlations

		WLB	PF	HOPE	PSS	Caring	Activism	Prof
WLB	Pearson Correlation	1	.662**	.784**	.680**	.750**	.727**	.618**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	151	151	151	151	151	151	151
PF	Pearson Correlation	.662**	1	.754**	.639**	.595**	.712**	.664**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	151	151	151	151	151	151	151
HOPE	Pearson Correlation	.784**	.754**	1	.742**	.781**	.739**	.614**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	151	151	151	151	151	151	151
PSS	Pearson Correlation	.680**	.639**	.742**	1	.764**	.701**	.599**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000

	N	151	151	151	151	151	151	151
Caring	Pearson Correlation	.750**	.595**	.781**	.764**	1	.681**	.480**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	151	151	151	151	151	151	151
Activism	Pearson Correlation	.727**	.712**	.739**	.701**	.681**	1	.809**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	151	151	151	151	151	151	151
Prof	Pearson Correlation	.618**	.664**	.614**	.599**	.480**	.809**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	151	151	151	151	151	151	151

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

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