

**FACTORS INFLUENCING THE INTENTION TO LEAVE AMONG
EMPLOYEES IN IT ORGANIZATIONS IN NEPAL**

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RECOMMENDATION

This is to Certify that the Graduate Research Project

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**FACTORS INFLUENCING THE INTENTION TO LEAVE AMONG
EMPLOYEES IN IT ORGANIZATIONS IN NEPAL**

has been prepared as approved by this program in the prescribed format of the School
of
Management. This Graduate Research Project is forwarded for examination.

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the SOMTU, Tribhuvan University, and a Graduate Research Project (GRP) report submitted by Ms. Sukritee Karmacharya entitled '**FACTORS INFLUENCING THE INTENTION TO LEAVE AMONG EMPLOYEES IN IT ORGANIZATIONS IN NEPAL**' in partial fulfillment of the requirements for the award of the degree of Masters of Business Administration of Tribhuvan University.

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DECLARATION OF AUTHENTICITY

I, Sukritee Karmacharya, declare that this Graduate Research Project is my own original work and that it has fully and specially acknowledged whatever adopted from other sources. I also understand that if at any time it is shown that I have significantly misrepresented materials presented to SOMTU, any credits awarded to me on the basis of that materials may be revoked.

Signature

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LIST OF ABBREVIATIONS USED

HR: Human Resource

IT : Information Technology

SPSS : Statistical Package for Social Scientists

EXECUTIVE SUMMARY

Employees are the most essential and valuable resources of an organization. Employees are the main supporter and contributor towards the organization's success. Due to the talent war in the market, management of human resources has become more crucial from recruitment to retention of talents. Attraction and retention of talents are difficult but crucial for every organization. The recent focus of every organization is to satisfy their employees and to make them happy. As a result, employees want to stay longer and deliver more than what is required by their usual job requirements.

The main objective of this study is to explore and identify the factors leading to the intention of an employee in IT sector to leave their organization. In this study, the four factors are identified as organizational commitment, job satisfaction, perceived alternative employment opportunities and job stress and their influence on intention to leave has been analyzed.

This study is descriptive and explanatory type of research which is based on both primary and secondary sources of information. A total of one hundred and eighty respondents were approached with the structured questionnaire to collect the required data and information for the study. Chi-square test, ANOVA test and multiple regression analysis has been conducted using Statistical Package for Social Scientists (SPSS) for this research.

Furthermore, this study revealed that job satisfaction, perceived alternative job opportunity and job stress can have significant influence on the intention to leave depending upon the factors and their way of implication whereas organizational commitment does not have a significant influence on intention to leave. Thus, the IT companies must take these factors into consideration while formulating the HR practices in their organization for controlling the employee turnover. This can significantly aid in retention of talented work force in these organizations ultimately helping them to achieve competitive advantage as well as organizational success. Therefore, employees' intention to leave has now been taken as an important element in IT organizations in Nepal contributing for the overall growth and development of the economy as a whole.

CHAPTER I

INTRODUCTION

1.1 Background of Study

Human resources are assets for any organization (Gallow, 2021). They are the most essential contributors towards bringing profit and value to the organization. The availability and sustainability of the suitable human resource is the foundation of growth and long term success of every organization (Mohiuddin et. al., 2022). Further, the study by Boudreau, (1996) discusses that when managers develop methods to incorporate opportunity, capability, and motivation into their organization, human resources tend to become enhanced. Thus, these enhanced human resources result in providing better value to the organization. The well maintained relationship between the employer and employee helps to guarantee the organization's sustainability. For any organization, suitable human resource can give competitive advantage over rivalry (Narang, 2014). Thus, the organizations invest heavily on their human resource to make them capable employees throughout the process of recruitment, hiring, training and development. However, if the employees leave the organization, it means huge loss for the organization (Fiorini, 2017).

Turnover is considered as one of the main issues in Nepalese organizations (Chalise, 2019). High employee turnover hinders the organization to achieve its long term goals. According to Kafle (2015), the top five reasons of manpower turnover in Nepalese companies were observed to be better opportunity, work environment, financial growth, family problems and abroad study. However, the main reasons for intention to leave were found to be lack of growth opportunity, communication gap, fewer benefits, no recognition and indefinite responsibilities, senseless policies and rules, classic performance appraisal system and slow decision making along with organizational commitment, job satisfaction, perceived alternative job opportunity and job stress. For an employee to stay the long term, it's an equal responsibility of a company to give them good reasons to stay back. (Kafle, 2015)

IT industry is considered to be one of the emerging areas of Nepal (Pradhan, 2002). With the digital age, information technology has become a vital part of day to day life of every Nepali. The use of information technology has become unavoidable in almost every sector in Nepal (Shrestha, 2021). Government as well as private offices along with businesses are focusing on their IT infrastructure to provide proper services and facilities to their clients and customers. Many of the services have started using online platform, thus, increasing the horizon of Information technology in Nepalese market. Further, even in schools technology has grown in ways the students are taught such as using multimedia in class, taking online classes, using online portals etc.

The major challenge of IT industry is that this industry is nowadays becoming very competitive. Human resource is the most important aspect to gain and maintain the competitive advantage for these IT companies (Paudel, Agal & Kumar, 2021). These organizations must retain their highly valuable and qualified employees to maintain their status in the IT marketplace. For this, these organizations need to know the reasons behind the employee turnover and mitigate the factors that can help the employees to incline towards leaving the organization.

1.2 Statement of Problem

As the employment environment has become extremely competitive, many organizations are worried for attraction, retention and motivation of talented employees (Hanin, Stinglhamber, & Delobbe, 2013). The lack of organizational commitment, high job stress and lower level of job satisfaction are deduced as the major components that negatively affected employee retention. (Rizwan et al., 2014)

Alzayed and Murshid (2017) suggested the decision maker to formulate the human resource policies and strategies accommodating equality, motivation, satisfaction, job engagement and justice so as to retain their employees and protect them from leaving the organization. But, in the context of Nepal, factors influencing turnover intention has not been properly researched and applied in

organizations. Nepalese organizations are facing difficulty in employee retention due to high turnover. Thus, more thorough research on the elements influencing IT workers' inclination to leave is urgently needed. in Nepalese market. The primary goal of the study is to examine the variables that affect employees' intention to depart.

The question to address in this study therefore is

- What are the major factors influencing the turnover intention of an employee in the IT sector?
- What should the organizations focus on in order to retain their employees?

1.3 Research objectives

The general objective of this study was exploring and identifying the components carefully which lead to intention of an employee in IT sector to leave their organization.

The specific objectives of the study are:

- To determine the relationship among organization commitment and intention to leave.
- To determine the relationship amid job satisfaction and intention of leaving.
- To examine the relationship between perceived alternative employment opportunities and intention to leave.
- To examine the relationship amid job stress and intent to leave.

1.4 Research Hypothesis

Using data from the literature review and this study's findings has examined the factors influencing the turnover intention of an employee in the IT sector in the

Nepalese market. Based on the research model, following hypothesis is developed:

H1: There is a significant relationship between organization commitment and intention to leave.

H2: There is a significant relationship between job satisfaction and intention to leave.

H3: There is a significant relationship between perceived alternative job opportunities and intention to leave.

H4: There is a significant relationship between job stress and intention to leave.

1.5 Justification of the study

The study has identified and examined the factors influencing the turnover intention of the employees of IT sector in the Nepalese market. This study has contributed to understand the causes leading to the employee turnover and helps to mitigate these causes. Thus, this study can provide insight on what the organization must focus on in their organization so as to retain their employees.

1.6 Limitations of the study

The study may not cover entire aspects of the turnover intention of the employees. It's possible that the generalization drawn from the research area won't hold true for every other sectors, organizations or respondents. Moreover, this can cause non-replicability of the result in similar researches. Since humans are subjective and the responses are dynamic, thus there may be biases in the results.

1.7 Organization of the study

This study is divided into the following five chapters:

- i. The first chapter serves as a preview of the research study's introduction and includes information on the study's history, its problem statement, its research aims, its hypothesis, its justification, its limitations, and how the thesis is organized.
- ii. The second chapter examines previous studies and literature on the subject under inquiry. It discusses the review in relation to the study's organizational commitment, job satisfaction, perceived options for alternative employment, stress at work, and intention to leave. As sources for this research, the literatures were taken from books, papers, and journal publications.
- iii. The third chapter is primarily concerned with the research methodology, data gathering, and presentation of the research area, along with the interpretation of the study based on the data gathered.
- iv. The fourth chapter gives the analysis and findings based on the information and data gathered. It deals with a thorough explanation of the conclusions and their interpretation.
- v. The fifth chapter, which serves as the final chapter of the study, summarizes the conclusions drawn from it and offers implications and suggestions for further research.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

In this second part, theoretical framework and rationale for the study are established which focuses on a literature review of earlier investigations carried out by other researchers. The chapter provides a discussion of the ideas and factors that affect employees' intention to quit their jobs. It outlined the theories underlying the study and provided direction for creating the theoretical framework and hypotheses.

2.2 Theoretical Foundation

2.2.1 Organizational Commitment Theory

Organizational commitment model explains the relation of the employee's feeling of attachment and faithfulness to an organization. The model shows the attitudes and intentions that an employee has for their company (Eisenberger & Stinglhamber, 2011). By observing the efforts of an employee towards the fulfilling the organization's goal and their willingness to remain in the organization, one can determine the commitment of the employee (Kessler, 2013). This theory highlights the psychological connection of an employee to the organization that he works for (Arshadi, 2011). Organizational commitment plays a most important part to establish the permanence of an individual in an organization and his involvement to the goals of the organization (Giorgi, et al., 2016).

This theory adopts three elements named as affective commitment, continuance commitment and normative commitment. The affective commitment views the emotional commitment of an individual towards the company. The continuance commitment considers the value attached to an organization. Normative commitment looks at the level of attachment to the organization. These three components help to establish the decision of an employee to stay or quit from their organization as well as the work performance and satisfaction of the employee.

2.2.2 Maslow's Hierarchy of Needs

Maslow's hierarchy theory describes five basic needs of any being structured into a hierarchy of relative supremacy. The most basic need is at the bottom of the pyramid and rising step by step through the intermediate needs to the fifth need at the top of the hierarchy. The five needs defined are the physiological needs, safety needs, social belonging, esteem, and self-actualization. Maslow considers the physiological needs as the most powerful of all needs. Thus, according to McLeod (2018), in the absence of all the needs, food, clothing becomes the major motivation for satisfaction.

Once the basic need has been met the individual is motivated towards the attainment of the next need in the hierarchy. When one need satisfied, a new dissatisfaction and agitation arises. In case the organization falls short to provide for the realization of the new need, then this will develop job dissatisfaction, resulting to employee's intention to leave. There are peculiar conditions which become immediate requirements for the satisfaction of the basic needs as they develop and as individual goes through one stage of fulfillment to the next (Cherry, 2018; Maslow, 1943). These factors have been outlined in this study as necessary in addressing intention to leave among employees.

2.3 Intention to Leave

Intention to leave is defined as plan of an employee to leave the current employment willingly then seek for new employment for the future (Purani & Sahadev, 2007). It is also defined as an individual's intention to quit their company on their own free will (Tzafir et al., 2015). The intention to leave is measured through two indicators, firstly, the intention to work in other organization and secondly, intention to leave from the present organization. Tett and Meyer (1993) depicted intention of turnover as an aware and deliberate willfulness to search for another alternate jobs in new workplaces. Intent to leave comprises the last rational step of the decision making procedure which includes leaving and seeking for alternative job (Tett & Meyer, 1993).

Kim, Price, Muller, and Watson (1996) defined intention to quit as the level to which an employee considers exiting from their relationship with the present company or employer. It is stated as a predictor and manifestation of actual turnover (Cohen & Golan, 2007). The real turnover of the staff basically is outcome of their intent to leave their jobs or their company. The procedure of employee turnover is explained as the initial step as job dissatisfaction, which is trailed by intention to leave, which ultimately, can derive into real turnover (Bannister & Griffith 1986; Mobley et al. 1979).

Turnover intention is an individual's behavioral intention to leave or quit. Ajen (1991) indicated that attitudes toward the behavior, subjective standards, and perceived behavioral control may all be used to predict distinct types of behavior intents with great accuracy. Therefore, the notion of planned behavior states that the action of actual turnover is predicted by the desire to leave. According to Fang (2001), intent to turnover is significant in the researches related to turnover and can be used as an alternate for actual turnover action. The employees' declarations that they really wish to quit are initially shown in their thoughts, which indicate their intention to go. (Park & Kim, 2009).

According to the study conducted by Arshad and Puteh (2015), the most significant determinants of intention to leave a job are the available employment alternatives and work-life balance. Another study imply that retention factors, including pay, career development, superior support, and work-life stability, play a significant role in influencing individual's turnover intents (Dhanpat, 2018). Moreover, the study gave understanding about which retention factor can foresees intention to leave most effectively. Hussain and Xian (2019) indicated that variables namely colleague relationship, institutional commitment, executive justice, company's status, communication, and office politics were significantly associated with employees' intention to quit their jobs.

Worku et.al. (2019) highlighted that the factors influencing intention to leave were found to be external work opportunity, poor performance evaluation and appraisal system in the organization, and low commitment of the staff. Furthermore, Musawer, Amarkhil and Laiq (2021) demonstrated that employees' intentions to leave their jobs were notably and negatively connected

with their levels of job satisfaction, person-organization fit, and organizational commitment. However, job stress was found to be positively connected with intention to leave their job, suggesting that lowering job stress will lower employee turnover as well. Alzayed and Murshid (2017) also investigated about the factors that affected the turnover intention among the employees which are employees' perception of support, employees' perception of commitment, employees' perception of complexity, job engagement and job satisfaction. Islam and Alam (2014) recommended that the organizations can improve the employee retention by offering more suitable and helpful work surrounding to their employees which as a result minimizes the intention of the employees to quit the organization.

In order to determine the relationship between perceived alternative work prospects, institutional commitment, job happiness, and intention to leave one's current position, Rahman, Naqvi, and Ramay (2008) conducted a study in Pakistan. This study found that turnover intentions are also influenced by individual circumstances like problems with the family, health, education of the children, and social standing. According to Applebaum et al. (2010), in the working surrounding, environmental stressors affect the work satisfaction of staff which consequently is followed by the intention to leave the job. The four cognitive components of intent to quit listed by Mobley, Griffith, Hand, and Meglino (1979) are as follows:

- Considering leaving the job;
- Deciding whether to stay;
- Looking for a new work chance
- Desire to leave present career

2.4 Organizational Commitment

As reported by Porter, Crampon, and Smith (1976), organizational commitment is described in terms of the perceived potency of a person's recognition along with involvement in a particular company. Lambert (2003) defined organizational commitment as individual's psychological connection with their employer. Organizational commitment has the key components of faithfulness to the company, recognition with the company and participation in the company.

Organizational commitment was stated as a sturdy faith in the company and approval of the values and goals of that company (Mowday, Porter, and Steers, 1982). Additionally, it also includes readiness to give considerable effort to the company along with a powerful drive to sustain and continue relationship with the organization. This definition suggests that commitment involves beyond just loyalty. Commitment can be interpreted as an active relationship of the employee with the company in a way that the employees offer something of themselves voluntarily with the purpose of providing for the success of company and well being. Thus, commitment can be indicated through the individuals' actions and not only from the expressions of their beliefs and opinions (Mowday, Steers, & Porter, 1979).

The model generated by Allen and Meyer (1990) is the most frequently mentioned model of organizational commitment which comprises of three scope involving organizational commitment called affective, continuance as well as normative.

- An affective commitment is an worker's emotional connection with, recognition with as well as participation in the company.
- Continuance commitment is attachment that the individuals perceive based on the costs associated with quitting the company.
- Normative commitment is commitment that the individuals feel due to compulsion to stay behind with the company

Meyer and Allen (1991) developed the notion of commitment to incorporate wish, necessity, and obligation to continue. According to them, individuals with stronger affective commitment carry on in the company since they wish to do so. The employees with higher level of continuance commitment continue with the organization since they need to do so. Whereas employees with stronger normative commitment think that they must stay behind in the company. All these types of commitment can be felt by the individuals with different levels of each element.

2.5 Job Satisfaction

As reported by Cranny, Smith, and Stone (1992), job satisfaction is described as “an effective reaction to a job that is developed from the individual’s perception of real results compared with the ones that are desired”. Robbins and Judge (2012) have defined job satisfaction as a psychological condition or employee’s feeling which relates to the work or particular factors within the job. Job satisfaction can be measured through five key indicators, as job satisfaction, wage or salary satisfaction, promotion and career satisfaction, satisfaction with supervisor or manager, and satisfaction with co-workers.

According to organizational study, workers build a mindset of job satisfaction that combines both positive and negative thoughts about they have about their jobs. While a staff is working for a company, they carry their requirements, wants, and experiences with them, which helped shape prospect for a particular level of job satisfaction. Wood et al. (1986) presented a six-dimensional model of job satisfaction that involves (i) supervisor satisfaction, (ii) variety satisfaction, (iii) closure satisfaction, (iv) pay satisfaction, (v) colleague satisfaction, and (vi) contentment with management and HR policies.

Locke (1969) described job satisfaction as a person's positive and enjoyable emotional state related to the achievements in their profession. Employment satisfaction, in general, refers to a person's attitudes regarding his or her job, whether they are favorable or bad. Thus, having a positive attitude will indicate satisfaction, whereas having a poor attitude will indicate dissatisfaction. Work

satisfaction and intention to quit are negatively and significantly correlated (Hatice & Mine, 2016). Shortages can be viewed as a cause of lower job satisfaction, low organizational support and poor management. These shortages bring in heavy workload which creates job stress as well as suffer exhaustion that have been connected to lower job satisfaction (Zurn et al., 2005).

Job satisfaction has a huge impact on the decisions to whether to carry on with the present job or terminate it. Schermerhorn, et al. (2000) observed that employees who are dissatisfied have more likelihood to quit their workplace. Roznowski and Harrison (1996) argue that job satisfaction is the key psychological factor found in most studies of turnover intentions in the organizational literature. Ucho et al. (2012) conducted a study which showed that job satisfaction is negatively related to turnover intentions.

2.6 Perceived alternative Job Opportunities

According to Price and Mueller (1986), perceived alternative job opportunities are a person's perspective or thought about whether alternative employment is possible in the company's environment. This belief is regarded as a result of labor situation of marketplace. Martin (2011) demonstrated that it is the mental process a person experiences while searching for a new work opportunity because they are not entirely satisfied with their current position. Thus, it's crucial to fulfill the desires and requirements of the employees if you want the support of the business.

As stated by Johnsrud and Rosser (1999), employees need more than just assurance of better incentives and additional benefit as the motivation to protect employees from leaving or switching their job. It was highlighted that if employees were offered adequate career development opportunities by their organizations, then they were more satisfied and committed there. Many times, individuals will continue or will have no intent of quitting if they foresee career progression or self development chances in the future in that company (Herman, 1999). Mano - Negrin and Tzafirir (2004) suggested that organizations need to give ample enlargement chances to their employees with the intention of

preventing them from seeking for an alternate occupation actively in other organization in the market.

According to Farrell and Rusbult (1981), it is described as the quality of alternatives to present job. Mobley (1977) states it as the predisposition of finding acceptable job alternatives. It can also be specified as availability of alternative job opportunities (Steers & Mowday, 1981). Actual search for alternatives jobs and their assessment is preceded by perceived alternative job opportunities. Employee's personal elements like education level, skill set, expectation, flexibility, commitment and satisfaction with job have a significant effect in determining these perceptions. When looking for a job, a person may feel encouraged or discouraged due to the quantity of job offers and interview opportunities that can indicate success or failure in the job hunt. These variables affect the employee's perceptions of whether or not his job search will be successful in the long run (Laker, 2011).

The phrase perceived employability was first used by Rothwell and Arnold (2007) to refer to a person's perception of how simple it is to obtain new job. It is generally accepted that there is a correlation of perception of employability with intent of giving up since personnel might have increased likelihood for leaving if one feels they may do so without suffering any significant reduction in gains (De Cuyper, Mauno, Kinnunen, & Makikangas, 2011). Contrarily, lesser employable workers might be not as much prone to think about resigning given the possibility of unemployment if they do so.

2.7 Job Stress

Job stress is defined as the stress due to job responsibilities and duties being too tough to be accomplished. This stress is perceived by employees, which is an outcome of the hard work exerted to attain high-performance standards that may surpass the employees' abilities (Chen & Silverthorne 2005). In the view of an organization, job stress is also called work stress or occupational stress. Here, these words have been found to be interchangeable while in use, but they give similar sense (Larson, 2004).

According to Leontaridi and Ward (2002), stress is affirmed as a significant and harmful attribute of the work surrounding of the employee hampering their overall performance with turnover and absenteeism. Spector (2003) connected job stress with a variety of outcomes some of which are likes reduction of employee productivity, increase in the rate of absenteeism then, finally, turnover of the employee. Job stress is a person's cognition or experience of personal dysfunction brought on by perceived events or circumstances at work environment (Parker & DeCotiis, 1983). It is also described as the psychological and physical responses of the employee to unfavorable, unwanted or dangerous conditions in their current work environment (Montgomery et.al., 1996). Gupta and Beehr (1979) discussed that job stress has a favorable correlation with withdrawal behavior, such as absenteeism and turnover. The employees may be staying away to an extent in order to reduce the stress resulting in high absenteeism as absenteeism does not require major life changes.

Stress involves psychological and physiological responses to environmental stressors over which people often have no control (Godoy, 2018). Physiological stress refers to the physiological response of the body such as head ache, chest pain, sleeping disorder, habits of smoking and many variety of stress behaviour that might trigger at work environment (Crithchley et. al., 2004). Antoniou, Davidson, and Cooper, (2003) mentioned psychological stress as emotional response such as nervousness, exhaustion, depression and worry because of not being able to keep up with the excessive requirements of their occupation. The capability of an individual to handle both psychological and physiological stresses affects job satisfaction and eventually on employee retention remarkably (Fairbrother & Warn, 2003).

Siu (2002) suggested that an atrocious and elevated level of work stress is associated with lack of job satisfaction, non-attendance, grievance connected to stress as well as intent to leave. The adverse impacts of job stress consist of reduced performance, a decline in efficiency, job related accidents, worsening customer services, health related problems, use of alcohol and/or drug and chaotic behaviors (Wright & Smye, 1996). Jha (2009) suggested that vagueness

in organizational job description, divergence in role, work-overload, job-family imbalance etc produce stress in the employees which in turn acts as a major organizational factor that adds to the turnover intentions of employees.

2.8 Empirical evidences

2.8.1 Organizational Commitment and intention to leave

Ahuja et al. (2007) suggested that the institutional commitment strongly predicts employee turnover intention. They further discuss that lack of feeling completely attached with the organization might direct towards too little commitment, that can result in intent of turnover. Moreover, organizational commitment has been laid out to be a powerful and reliable forecaster of intention of turnover in both IT companies as well as other organizations.

Alzayed and Murshid (2017) concluded that employees' perception of commitment, which comprises of rewards and recognition, job security and organizational justice, had major adverse influence on the employees' intentions to leave. Thus, this showed the organizational commitment and the turnover intentions were negatively related. According to Wright and McMahan (1992), employee's approval of and co-ordination with organizational goals can be further improved by fostering an environment of shared values within the organization and enrolling the staff in the goal-setting procedure. This will help to foster higher level of organizational commitment and ultimately lower employee intention to leave.

Kuen, Kaur and Wong (2010) conducted a study to find the relation between organizational commitment and intention to quit in which they found the two factors to be significantly associated with each other. Further, this study revealed that out of the components of organizational commitment, affective commitment of the staff towards the organization has a greater impact on staff's intent to leave suggesting that if the employees are emotionally attached to their workplace, then they tend to stay in that company. According to Cave et al. (2013), the organizational commitment was revealed to be particularly

associated with turnover intention. The literature strongly suggests that the individuals who are highly committed to their company are not as much probable to quit that organization.

2.8.2 Job Satisfaction and Intention to leave

The workers who stayed longer at their workspace were revealed to have a greater job satisfaction and are less likely to intend to leave (Purani & Sahadev, 2007). Perez (2009) revealed that job satisfaction was the most significant and the strongest predictors of future turnover. Furthermore, as shown by Alkahtani (2015), the job satisfaction had a strong association with intention of an individual to leave their workplace. A study by Mustafa et al. (2010) concluded that pay satisfaction was the dominant dimension of job satisfaction in terms of affecting turnover intention.

Masum et.al. (2016) conducted a study in which key determinants of employee job satisfaction were examined. The study showed how significant impartial promotion opportunities, bonuses, and rewards are in boosting job satisfaction and retention. Thus, it concluded that low satisfaction lowers the standard of services provided at work and increases employees' desire to leave their businesses. According to Alzayed and Murshid (2017), the study concluded that job satisfaction and intents to turnover had an inverse but significant relation between them. Further, it was proven that building on both job satisfaction and employee engagement can vastly decrease the desire of the employees to quit and seek for alternatives (Robyn & Preez, 2013).

According to Hatice and Mine (2016), there is negative and significant correlation between work satisfaction and intention to quit. The employees, if dissatisfied, are more likely to quit their employment (Schermerhorn, et al., 2000). According to Roznowski and Harrison (1996), job satisfaction is the key psychological factor causing turnover intentions.

In spite of many researches being conducted to seek the reasons for the staffs' intentions of leaving, job satisfaction has been concluded as to be the most

significant predecessor to turnover intentions. We can therefore explain how previous research has demonstrated that job satisfaction is significantly and adversely related to an employee's propensity to leave a business (Ghani, 2014; MacIntosh & Doherty, 2010). To rephrase this, happier workers are far less inclined to look for employment with a new company. Because of this, researching the elements that contribute to job satisfaction is useful as well as convenient in today's uncertain global labor market, especially in countries with a high labor demand like Nepal.

2.8.3 Perceived Job Opportunity and Intention to leave

The literature on the evolving workplace and emerging career patterns is the primary source for the theory that perceived employability may lead to intention to leave (De Cuyper, Mauno, Kinnunen, & Makikangas, 2011). The workers began to feel uncertain about their jobs as the nature of their jobs changed (De Cuyper & De Witte, 2008). Few human resources might think they must not depend on their boss for guarantying continued service or job security. They developed their career management skills and their employability. As a result, they no longer perceive a duty to remain obedient in exchange for the protection provided by the employer, which could lead them to leave the company when better chances present themselves.

Researchers have found that the likelihood that an employee will leave their current position has a significant impact on that decision. (Hom & Griffeth, 1988). The perception of other employment alternatives and job satisfaction are related to the intention to remain with the company. Employees compare the costs and benefits of their current employment and any potential alternatives as they become aware of more alternative job options and receive offers from other firms which can lead to dissatisfaction and can result in desire to leave (Mobley, 1977; Price, 2001).

Hulin et.al. (1985) suggested that alternate employment opportunity is the bridge between lack of job satisfaction and seeking out for new employment. Arshad and Puteh (2015) discussed that the available employment alternatives

was one of the most significant determinants of intention to leave a job. Worku et.al. (2019) also found the external work opportunity as an important element that affected intention to leave.

The employee's intent to leave solidifies and an active job search begins if they believe in the existence of alternative employments that might be suitable for them (Blau, 1994). According to (Griffeth and Hom, 1988), the intent of leaving a job is affected both directly and indirectly by perception of alternate work opportunity. Teuren (2013) studied the relation of perception of job alternates with employee attitudes and turnover intention in which he discovered that employee views of the existence of employment alternatives have a significant impact on employee intention to leave.

2.8.4 Job Stress and Intention to leave

Thaden (2007) focused that when there is a lack of personnel, when management assigns more work, or when there is a rise in the extra work load because of difficult obligations, are the situations that lead to workplace stress and work overload. The result of this is that majorly during the critical incidents the employees become easily more stressed and intend to quit. According to Hassan (2014), the most important factor determining the intention to leave a job is occupational stress. Major organizational factor such as work over load, work life balance and so on produce stress in the employees which in turn acts as a reason for the turnover intentions of employees (Jha, 2009).

According to Parker and De Cotiis (1983), job stress can frequently result in organizational and personal significant second-level effects including decreased job performance and voluntary turnover. Studies have found that stress negatively impacts corporate efficiency and performance and is the root cause of burnout and attrition in the IT sector (Sethi, Barrier, & King, 1999). Job stress significantly influences both a person's intention to quit their organization and their intent to quit their career, both directly and indirectly. Furthermore, job stress mostly influences desire to leave indirectly through job satisfaction, depression, and capability of stress adaption (Lo et.al., 2017). The occupational

stress that workers face has been connected to both employee job satisfaction as well as their intention to leave their jobs (Kemery et.al., 1987).

The study conducted by Villanueva and Djurkovic (2009) looked at the connection between stresses, sources of stress, and intention to quit which further discussed the mediating affects of variables like affective commitment, job satisfaction, and perceived organizational support. As per Musawer, Amarkhil and Laiq (2021), job stress was revealed to be positively connected with intention to leave their job, recommended that lowering job stress will lower employee turnover as well. Applebaum et al. (2010) highlighted that stress caused in work surrounding had an effect on the job satisfaction of workers which leads to worker's intent to leave the job.

2.9 Research Gap

Rizwan et al. (2014) concluded that lack of organizational commitment, high job stress and lower job satisfaction largely affected the intention of employee to quit or leave. Chen et al.(2012) highlighted the factors influencing turnover intention as contentment with pay scale, work overload, job satisfaction, organizational commitment, and availability of work.

However, in case of Nepal the research on factors influencing employees' intention to leave and its adoptive measures are in preliminary stage. Adhikari (2020) conducted a study on employee's turnover intention in Nepalese banking sector. According to this study, compensation, leadership, empowerment, organization culture, job stress and organizational justice were found to have association with turnover intention of employees in Nepalese banking sector.

Few studies have been conducted on employees' intention to leave focusing on Nepalese banking sectors but minimal focused on IT organization in Nepal. Due to the cultural differences that exist while embracing international practices, they are hindering the implementation of these practices which are beneficial for the organization. Hence, the present study focus on the knowledge gap which have been identified through literature that nominal number of studies

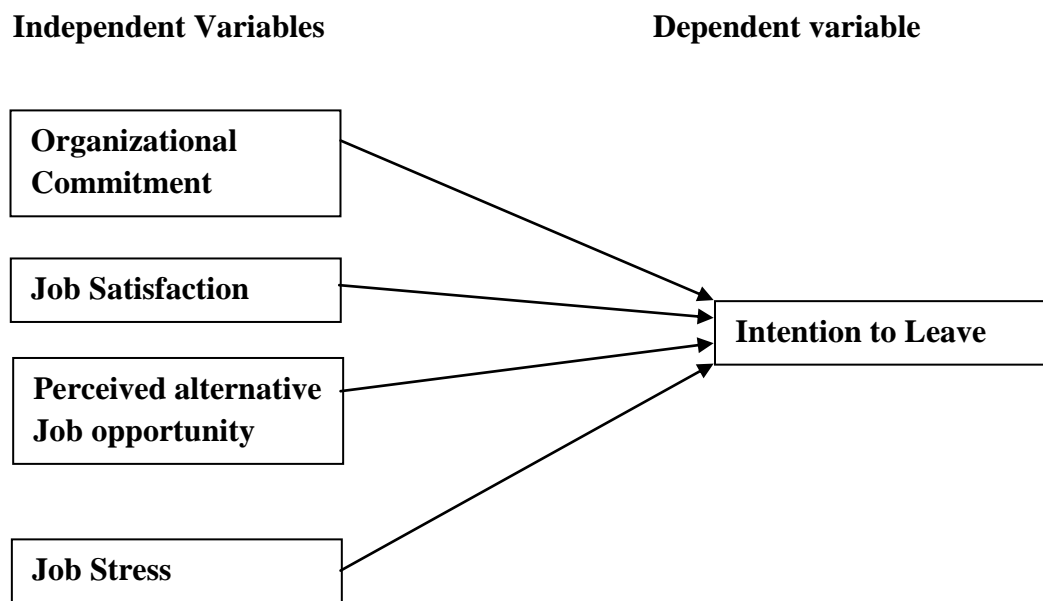
explores the influence of organizational commitment, job satisfaction, perceived alternative job opportunity and job stress on the intention to leave in IT organizations in Nepal. This study will fill this knowledge gap.

2.10 Theoretical Framework

On the basis of overall review of past study and literature using diverse perspectives, the theoretical framework for this study to carry out comparable research so as to fulfill the knowledge shortcomings widespread in Nepalese context is as follows.

Figure 2.1

Theoretical Framework



2.10.1 Operational Definition of the variables

2.10.1.1 Independent variables

i) Organizational Commitment

Organizational commitment can be defined as great faith on a company as well as approval of values and goals of that company; along with readiness to give considerable effort to the company along with a powerful drive to sustain relationship with the company (Mowday, Porter, & Steers, 1982). In this study, organizational commitment is one of the independent variable.

ii) Job Satisfaction

Job satisfaction is described as “an effective reaction to a job that results from the perception of an individual of real results compared with the ones that are desired” (Cranny, Smith, & Stone, 1992). It can also be defined as a psychological condition or employee feeling which relates to the work or particular factors within the job (Robbins & Judge, 2012).

iii) Perceived Alternative Job Opportunity

Perceived alternative job opportunities can be explained as an employee’s opinion about the attainability of alternate service (Price & Mueller, 1986). According to Farrell and Rusbult (1981), it is the quality of alternatives to present job. It also considered as an independent variable for this study.

iv) Job Stress

Stress, according to Leontaridi and Ward (2002), is a major and toxic aspect of the workplace that negatively affects employee performance by increasing absenteeism and attrition. Jha (2009) stated that job stress, which results from role disagreement, labor overload, and work-family divergence, is a significant organizational component that increases employees' intentions to quit.

2.10.1.2 Dependent Variable

i) Intention to leave

Tzafrir et al. (2015) has defined intention to leave as a worker's desire to quit their work space voluntarily. Turnover intent is a mindful and purposeful willfulness to search for other alternatives in other workplaces (Tett & Meyer, 1993). In this research, intention to leave is the dependent variable, whose relationship with independent variables namely organizational commitment, job satisfaction, perceived alternative job opportunity and job stress are evaluated.

CHAPTER III

RESEARCH METHODS

This chapter is mainly concerned with the procedures that had been used to collect and analyze the data for the study. This research is about carefully identifying and examining the factors influencing the intention of employees to leave. Data for the fulfillment of the research has been collected by the use of structured questionnaire.

3.1 Research Design

Basically, this research was descriptive as well as explanatory type of research which is based on both primary and secondary sources of information. The research is a blend of desk study & field study with quantitative & qualitative method. The research adopted in this study is survey research design. By using numerous individuals and questionnaires to fully describe a phenomenon that has been researched in this study, the researchers hope to be able to properly describe and explain the conditions of the present.

3.2 Population and Sample

This study consists of employees of the IT sector particularly from Kathmandu Valley. The selection of Kathmandu as the sample area is purposive as the research can be more effective in Kathmandu where the majority of IT organizations are located. A total of one hundred and eighty respondents were approached with the structured questionnaire to collect the required data and information for the study. Through interviews and a standardized questionnaire, the researcher collected the data.

3.3 Data Sources

Information has been compiled through primary sources. It is of qualitative nature. The data was gathered from the field through interview by means of the structured questionnaire.

3.4 Data Collection Technique

Distributing standardized questionnaires allowed for the collection of the study's primary data. For references, a variety of papers have been consulted to provide additional details on the variables or factors impacting IT employees' intentions to leave.

3.5 Data Analysis Tool

Both dependent and independent variables have been looked at on a Likert scale with five possible responses. The data were examined using both descriptive and inferential statistics. The significant relationship between demographic characteristics and the dependent variables has been examined using the Chi-square test. The data that was gathered for the investigation was analyzed using the SPSS program.

3.6 Analysis and Interpretation

Analysis is the process of making sense of collected data for the purpose of the research. The collected data have been analysed and interpreted through simple statistical tools like tables. The collected views of the respondents during the discussions have been analysed duly. The qualitative data have been analysed by pursuing all the original text of the field notes and then identifying and listing categories and patterns in data. Accordingly, the data collected during the fieldwork has been compiled, and the relationships between the variables have been preserved utilizing frequency distributions, various tests, and tools. Quantitative data have been presented in tabular form. The data have been analyzed in language because the table is insufficient for clear communication. The following tests were run in order to complete the study:

- Frequency table
- Descriptive statistics
- Chi-square test
- ANOVA test
- Multiple Regression

3.6.1 Software used

Statistical Package for Social Scientists (SPSS) and EXCEL software are utilized for entering data and perform a straightforward descriptive analysis. It was picked because it provides the necessary functionality and is the most suitable software for a research project.

CHAPTER IV

DATA ANALYSIS AND RESULT

The fourth chapter presents the data analysis of the data collected through structured questionnaires. The target of this chapter is to map the factors influencing the intention to leave among employees of IT companies. The factors that affect the turnover intention considered are organizational commitment, job satisfaction, perceived alternative job opportunities and job stress. This chapter explains how these factors or variables have an impact on the turnover intention of the IT employees in Kathmandu Valley. In order to make its description and analysis easier, the data gathered from respondents was divided into answer categories, expressed as percentage frequencies, and cross-tabulated. Based on the information provided by the questionnaire interview, this method was very helpful to deduce the research's aims, research questions, and hypothesis.

4.1 Respondents Demographic Profile

The demographic profile of the respondents consists of various respondent groups based on gender, marital status, age group, highest education level, job level and work experience. The following information is collected from the 180 employees who are currently working in Nepalese IT companies.

4.1.1 Distribution of respondent by Gender

Frequency distribution of gender in table 4.1 shows that out of the total respondents, nearly fifty seven percent i.e. one hundred and three are male and remaining seventy seven respondents i.e. about forty three percent are female which indicates that the most of the respondents from the sample taken in this study are male.

Table 4.1

Frequency Distribution of the Respondents according to Gender

Gender	Frequency	Percent
Female	77	42.8
Male	103	57.2
Total	180	100.0

4.1.2 Distribution of respondent by marital status

As shown in Table 4.2, among the total respondents, sixty eight percent i.e. one hundred and twenty two are single and about thirty three percent i.e fifty eight respondents are married which indicates that the most of the respondents from the sample taken in this study are single.

Table 4.2

Frequency Distribution of the Respondents according to Marital Status

Marital Status	Frequency	Percent
Single	122	67.8
Married	58	32.2
Total	180	100.0

4.1.3 Distribution of respondent by age group

Among the total respondents, about fifty seven percent are of age 20 years to 29 years age group, nearly forty two percent are of 30 to 39 years age and only about one percent are from 40 to 49 years age group. This indicates that almost all of the respondents from the sample taken fall under 20 to 39 years of age. This could also means that majority of the workforce in the tech industry are young with age from 20 to 39 years.

Table 4.3

Frequency Distribution of the Respondents according to Age Group

Age Group	Frequency	Percent
20- 29	103	57.2
30- 39	75	41.7
40- 49	2	1.1
Total	180	100.0

4.1.4 Distribution of respondent by highest education level

Frequency distribution of education level in table 4.4 shows that out of the total one hundred eighty respondents, fifty two percent i.e. ninety four have a Masters degree and forty seven percent i.e. eighty five have a Bachelors degree. This shows that majority of respondents in this study have at least a bachelor degree. Other explanation for this is that the employees need to have a degree for getting a job in Nepalese IT companies.

Table 4.4

Frequency Distribution of the Respondents according to highest education level

Highest education level	Frequency	Percent
+2	1	.6
Bachelor Degree	85	47.2
Master Degree	94	52.2
Total	180	100.0

4.1.5 Distribution of respondent by job level

Through the frequency distribution of job level in table 4.5, it can be seen that for this study responses from employees working in different positions were acquired.

Table 4.5

Frequency Distribution of the Respondents according to Job level

Job level	Frequency	Percent
Junior level	55	30.6
Mid level	55	30.6
Senior level	54	30.0
Team lead	11	6.1
Project manager	4	2.2
Executive	1	.6
Total	180	100.0

4.1.6 Distribution of respondent by working experience

Frequency distribution of work experience in table 4.6 shows that out of one hundred eighty respondents, sixty eight percent i.e. one hundred twenty three have below 5 years of experience and thirty two percent i.e. fifty four have a more than 5 years of work experience. This shows that the many of employees in Nepalese tech companies are starting their career in IT and many employees are satisfactorily committed themselves into their chosen field of career.

Table 4.6

Frequency Distribution of the Respondents according to working experience

Working experience	Frequency	Percent
Below 5 years	123	68.3
6-10 years	54	30.0
11-15 years	3	1.7
Total	180	100.0

4.1.7 Distribution of respondent by years attached with current organization

Through frequency distribution of the respondents according to years attached with the current organization in Table 4.7 it can be seen that about nine percent of employees have just started their job for less than a year in their organization. Nearly seventy nine percent are working 1-4 years and twelve percent have been working more than 4 years in same organization. This shows that the majority of the employees are with their organization for 1-4 years whereas fewer employees work with the same organization for more than 4 years.

Table 4.7

Frequency Distribution of the Respondents according to years attached with current organization

Years with current organization	Frequency	Percent
Below 1 year	16	8.9
1-4 years	141	78.3
4-8 years	21	11.7
8-12 years	2	1.1
Total	180	100.0

4.2 Descriptive statistics

Descriptive analyses are conducted to describe the basic feature of the data in this study. They provide simple summary about the different variables that were studied to measure intention to leave of the respondent

4.2.1 Descriptive summary of Organizational Commitment

In order to measure the organizational commitment factor, five questions were asked in five point Likert scale. The mean and standard deviation of elements

used in the study of organizational commitment is presented in table 4.8. Willingness to make more efforts to achieve better result for the organization was given highest preference by the respondents whereas least preference was given to accepting almost any type of job assignment to continue working in the organization.

Table 4.8

Organizational Commitment elements and its perception summary

Organizational Commitment	Mean	Std. Deviation
In order to continue working in this company, I would accept almost any type of assignment	2.5389	1.00481
I am proud to tell others that I am a part of this organization	3.7833	.98182
I am willing to make more efforts to achieve better result for this organization	4.2944	.61360
I feel very little loyalty to this organization	3.8278	.99063
I talk up this organization to my friends as a great organization to work for	3.7056	1.01220

4.2.2 Descriptive summary of Job Satisfaction

Similarly, to find out the measure of job satisfaction factor, three questions were asked in five point Likert scale. The mean and standard deviation of elements used in the study of job satisfaction is presented in table 4.9. This table shows that the respondents liked working in their organization has been given the most priority (mean value 3.94 with standard deviation 0.78). However, the respondents being satisfied with their job was given the least priority (mean value 3.56 with standard deviation 0.83).

Table 4.9

Job Satisfaction elements and its perception summary

Job Satisfaction	Mean	Std. Deviation
I like working in this organization	3.9389	.78508
I am satisfied with my job	3.5611	.82668
I am glad that I chose this company to work for over other organization	3.6611	.87270

4.2.3 Descriptive summary of Perceived Alternative Job Opportunity

In order to measure the perceived alternative job opportunity factor, five questions were asked in five point Likert scale. The mean and standard deviation of elements used in the study of perceived alternative job opportunity is presented in table 4.10. The respondents are confident that they will locate new job that was better than their current one which is given the most priority. The respondents have given least priority to having another equivalent job within one month in case they leave their current job.

Table 4.10

Perceived Alternative Job Opportunity elements and its perception summary

Perceived Job opportunity	Mean	Std. Deviation
If I quit my current job, the chances that I would be able to find another job, which is better than my present job is high	3.6278	.77698
If I leave this job, I would have another job as good as the present job within one month	3.4000	.93713
There is no doubt in my mind that I can find a job that is at least as good as the one I now have	3.6889	.81391
Given my age, education and the general economic condition, the chances of attaining a suitable position in some other organization is slim	3.4778	.95984
It would be easy to find an acceptable alternative employment	3.4167	.72370

4.2.4 Descriptive summary of Job Stress

Similarly, to find out the measure of job stress factor, six questions were asked in five point Likert scale. The mean and standard deviation of elements used in the study of job stress is presented in table 4.11. The highest preference was given to not having enough time to get everything done on the job whereas facing difficulty getting adequate supplies to do the job was given least preference.

Table 4.11

Job stress elements and its perception summary

Job Stress	Mean	Std. Deviation
I feel emotionally drained by my job	2.5500	.87979
I feel burned-out by my job	2.6056	.92451
I do not have enough time to get everything done on my job	2.8333	.91236
I feel this work affects my family life	2.4167	1.01318
I face difficulty getting adequate supplies to do my job	2.3556	.93128
Job requires excessive mental and physical strength	2.7444	.83981

4.2.5 Descriptive summary of Intention to leave

In order to measure the intention to leave factor, three questions were asked in five point Likert scale. The mean and standard deviation of elements used in the study of intention to leave is presented in table 4.12. Considering joining other organization if the opportunities arise was given the highest priority. The least priority was given to often thinking about leaving the current organization.

Table 4.12

Intention to leave elements and its perception summary

Intention to leave	Mean	Std. Deviation
I often think about leaving this organization.	2.6389	1.05048
It is likely that I will actively look for a new job next year	2.9222	1.08548
I would consider joining other organization, if the opportunities arise	3.3778	1.05785

4.2.6 Descriptive summary of variables

All the statements which were used to measure the variable are classified under five factors. The mean value and standard deviation of five variables is summarized in table 4.13. The descriptive summary of variables shows that the highest agreement of the respondents is in job satisfaction. The least mean value is of job stress. This shows that the respondents have higher job satisfaction and lower job stress.

Table 4.13

Descriptive Summary of Variables

Variables	Mean	Std. Deviation
Organizational Commitment	3.6300	.59061
Job Satisfaction	3.7204	.72993
Perceived Alternative Job Opportunity	3.5222	.55668
Job Stress	2.5843	.70392
Intention to Leave	2.9796	.94948

4.3 Association of demographic variables with intention to leave

4.3.1 Association between gender and intention to leave

Chi square test was used to determine whether there is any correlation between gender and the intention to depart. According to table 4.14's Pearson chi square test results, the p value is higher than the significant level 0.05. Thus, it can be concluded that gender of respondents has no any significant association with and their intent of quitting.

Table 4.14

Chi-Square Test for gender and intention to leave

	Value	df	Asymp. Sig.
Pearson Chi-Square	9.446 ^a	11	.581
Likelihood Ratio	9.681	11	.559
Linear-by-Linear Association	.005	1	.945
N of Valid Cases	180		

4.3.2 Association between marital status and intention to leave

To analyze if there is any significant association between marital status and intention to leave chi square test was conducted. The result of Pearson chi square test in table 4.15 shows that the p-value is more than the considerable level 0.05. Thus, it can be concluded that there is no any significant association among marital status of employees and intention of leaving.

Table 4.15

Chi-Square Test for marital status and intention to leave

	Value	df	Asymp. Sig.
Pearson Chi-Square	11.218	11	.425
Likelihood Ratio	12.382	11	.336
Linear-by-Linear Association	.062	1	.803
N of Valid Cases	180		

4.3.3 Association between working experience and intention to leave

To analyze if there is any major association amid work experience and intent to depart chi square test was conducted. The result of Pearson chi square test in table 4.16 shows that the p value is more than the significant level 0.05. Thus, it

can be deduced that there is no any noteworthy association among working experience and intent to quit.

Table 4.16

Chi-Square Test for working experience and intention to leave

	Value	df	Asymp. Sig.
Pearson Chi-Square	12.738	22	.940
Likelihood Ratio	12.788	22	.939
Linear-by-Linear Association	.000	1	.986
N of Valid Cases	180		

4.3.4 Association between years attached with current organization and intention to leave

To analyze if there is any significant association between years attached with current organization and intention to leave chi square test was conducted. The result of Pearson chi square test in table 4.17 shows that the p value is more than the considerable level .05. Thus, it can be concluded that there is no any significant association between years attached with current organization and intention to leave.

Table 4.17

Chi-Square Test for years attached with current organization and intention to leave

	Value	df	Asymp. Sig.
Pearson Chi-Square	36.655	33	.303
Likelihood Ratio	33.205	33	.457
Linear-by-Linear Association	4.776	1	.029
N of Valid Cases	180		

4.4 Multicollinearity Test

Table 4.18

Multicollinearity Test

Variables	Collinearity Statistics	
	Tolerance	VIF
Organizational Commitment	.354	2.824
Job Satisfaction	.358	2.791
Perceived Alternative Job Opportunity	.983	1.018
Job Stress	.916	1.092

a. Dependent Variable: Intention to Leave

Before using the regression model for testing hypotheses, it is of vital importance to test the multicollinearity as one of the key assumptions of regression model is that the independent data should not have strong relationship to each other for the accurate prediction of dependent variable using regression model. This study tested the multicollinearity using VIF statistic using SPSS 20 version. The result of the test is given in the table 4.18.

As per the theory of statistics, if the Variance Inflation Factors (VIF) value is lower than 5, the independent variables are taken not to be significantly correlated with each other. This shows that no multicollinearity was detected. On noticing the data as shown in table 4.18, all independent variables have less than 5 in VIF value. So, there is no multicollinearity while regressing independent variables comprising of organizational commitment, job satisfaction, perceived alternative job opportunity and job stress with dependent variable intention to leave.

4.5 Correlation Analysis

The correlation among the variables is presented in table 4.19. The relationship between organizational commitment, job satisfaction, perceived alternative job opportunity, job stress and intention to leave and their Pearson correlation coefficient are presented in table below. The result of correlation between organizational commitment and job satisfaction with intention to leave shows negative correlation whereas correlation between perceived alternative job opportunity and job stress on with intention to leave shows positive correlation.

Table 4.19

Correlation Analysis among the variables

		Correlations				
		Organizational Commitment	Job Satisfaction	Perceived Alternative Job Opportunity	Job Stress	Intention to Leave
Organizational Commitment	Pearson Correlation	1	.800**	-.072	-.262**	-.399**
	Sig. (2- tailed)		.000	.339	.000	.000
	N	180	180	180	180	180
Job Satisfaction	Pearson Correlation	.800**	1	-.035	-.252**	-.521**
	Sig. (2- tailed)	.000		.636	.001	.000
	N	180	180	180	180	180
Perceived Alternative Job Opportunity	Pearson Correlation	-.072	-.035	1	-.084	.288**
	Sig. (2- tailed)	.339	.636		.260	.000
	N	180	180	180	180	180
Job Stress	Pearson Correlation	-.262**	-.252**	-.084	1	.294**
	Sig. (2- tailed)	.000	.001	.260		.000
	N	180	180	180	180	180
Intention to Leave	Pearson Correlation	-.399**	-.521**	.288**	.294**	1
	Sig. (2- tailed)	.000	.000	.000	.000	
	N	180	180	180	180	180

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

4.6 Regression Analysis

Regression analysis is performed to evaluate the effect of organizational commitment, job satisfaction, perceived alternative job opportunity and job stress on intention to leave. Multiple regressions is done to predict the independent variables from the four factors and to check if they are significant predictor of the intention to leave. The equation of the model that represents the influence of organizational commitment, job satisfaction, perceived alternative job opportunity and job stress on intention to leave in IT Organizations in Nepal is presented below.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

where, Y = Intention to leave

β_0 = Constant

$\beta_1 \beta_2 \beta_3 \beta_4$ = Regression Coefficients

X1 = Organizational Commitment

X2 = Job Satisfaction

X3 = Perceived Alternative Job Opportunity

X4 = Job Stress

ε = Error Item

Table 4.20

Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.622 ^a	.387	.373	.75197

a. Predictors: (Constant), Job Stress, Perceived Alternative Job Opportunity, Job Satisfaction, Organizational Commitment

The model summary of the regression analysis as presented in table 4.20 (R= 0.622) tells the impact of the independent variables which are institutional commitment, job satisfaction, supposed alternate job opportunity as well as job stress) on the dependent variable which is intent to leave. It indicates that 62 % of the relationship is between dependent and independent variable. Here R

square is 0.387 or 38.7% which explains that 38.7% change in the dependent variable is predicted by the independent variables.

Table 4.21

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	62.414	4	15.604	27.595	.000 ^b
Residual	98.955	175	.565		
Total	161.370	179			

a. Dependent Variable: Intention to Leave

b. Predictors: (Constant), Job Stress, Perceived Alternative Job Opportunity, Job Satisfaction, Organizational Commitment

In addition, the ANOVA table helps to indicate if the model is significant predictor of intention to leave. The p value in table 4.21 is less than 0.001 which explains that the model is significant predictor of intention to leave.

Table 4.22

Regression Coefficient Table

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.454	.626		3.921	.000
Organizational Commitment	.189	.160	.118	1.184	.238
Job Satisfaction	-.717	.129	-.551	-5.572	.000
Perceived Alternative Job Opportunity	.503	.102	.295	4.935	.000
Job Stress	.285	.083	.211	3.411	.001

a. Dependent Variable: Intention to Leave

Regression coefficient table 4.22 explains to which extent independent variable influences the dependent variable. The table also shows if the independent variable have significant influence in the dependent variables. In the above coefficient table, the non-standardized coefficient tells us about the relationship between outcomes and both predictor variables.

Hypothesis 1

There is a significant relationship between organizational commitment and intention to leave.

The data analysis revealed that organizational commitment does not significantly influence departure intention (p value > 0.05). The alternative hypothesis was disproved since the p value of 0.238 was higher than 0.05. As a result, it can be said that organizational commitment in Nepalese IT organizations has little bearing on employees' intentions to leave.

Hypothesis 2

There is a significant relationship between job satisfaction and intention to leave.

Here, the data analysis indicated that job satisfaction significantly influences the likelihood of leaving (p value < 0.05). The hypothesis was accepted since the p value was less than 0.05. It concluded that in Nepali IT businesses, work satisfaction significantly influences employees' decision to leave.

Hypothesis 3

There is a significant relationship between perceived alternative job opportunities and intention to leave.

Here, perceived alternate work opportunities and intention to leave are significantly related. Perceived alternate career opportunities significantly affect intention to leave, according to data analysis (p value < 0.05). The hypothesis was accepted since the p value was lesser than 0.05. Thus, it can be said that in Nepali IT businesses, perceptions of alternate career chances have a big impact on employees' intentions to quit.

Hypothesis 4

There is a significant relationship between job stress and intention to leave.

Here, data analysis revealed that job stress significantly influences the intention to quit (p value < 0.05). The hypothesis was accepted since the p value was lower than 0.05. Thus, it can be said that job stress significantly influences the intention to leave in Nepalese IT businesses.

4.7 Summary of Hypotheses Test

The summary of hypotheses test of the study is shown below.

Table 4. 23

Summary of Hypotheses Test

Hypothesis	Results	Effect of Test (Alternative Hypothesis)
There is a significant relationship between organization commitment and intention to leave.	$\beta = .189$ p value > 0.05	Rejected
There is a significant relationship between job satisfaction and intention to leave.	$\beta = -.717$ p value < 0.05	Accepted
There is a significant relationship between perceived alternative job opportunities and intention to leave.	$\beta = .503$ p value < 0.05	Accepted
There is a significant relationship between job stress and intention to leave.	$\beta = .285$ p value < 0.05	Accepted

4.8 Major Findings

The major findings from the analysis of the collected data has been listed below.

- Most of the employees were willing to make more efforts to achieve better results for the organization (Mean value 4.294, S.D. 0.613) whereas least preference was given to accepting almost any type of job assignment to continue working in the organization.(Mean value 2.539 and S.D. 1.005)
- The employees liked working in their organization (Mean value 3.939 and S.D. 0.785) but they were not fully satisfied with their job (Mean value 3.561 and S.D. 0.826).

- Most respondents are confident that they will locate a position which is at least as satisfying as their current one (Mean value 3.688 and S.D. 0.813) but they were unsure if they could find it within a month. (Mean value 3.4 and S.D. 0.937)
- The employees do not have enough time to get everything done on their job (Mean value 2.833 and S.D. 0.912) whereas they had no difficulty getting adequate supplies to do the job. (Mean value 2.355 and S.D. 0.931)
- Majority of employees do not often think about leaving their organization (Mean value 2.638 and S.D. 1.05) but if the opportunities arise, they would consider joining other organizations. Mean value 3.377 and S.D. 1.057)
- None of the demographic variables had any significant association with the intention to leave with the significance of Chi square tests being greater than 0.05
- The result exhibits that there exists significant correlation among the independent variables and dependent variable i.e. intention to leave. The correlation coefficient between organizational commitment and job satisfaction were both significant and negative (-0.399 and -0.521 respectively). Similarly, The correlation coefficient between perceived alternative job opportunity and job stress were both significant and positive (0.288 and 0.294 respectively)
- The result shows that there is 62 % of the relationship is between dependent variable intention to leave and organizational commitment, job satisfaction, perceived alternative job opportunity as well as job stress.
- Result further explains that 38.7% change in the dependent variable is predicted by the independent variables.
- Employee engagement in self-governing work and issue solving is correlated with decreased intention to quit, therefore when employee commitment to organization is high, intention to leave is low.
- Job satisfaction had a strong negative relationship with intention to leave with regression coefficient -0.717. This shows that more the employees are

satisfied with their job the more they are attached to their present employment.

- Desire to leave the company will eventually decline as organizational commitment and job satisfaction improve.
- Perceived alternative job opportunity has a significant positive relationship with intention to leave with regression coefficient 0.503. The personnel are upbeat and confident to go forward toward new employment as and when better chances knock at their door.
- Job stress also has positive relation with intention to leave with regression coefficient 0.285. When compared to other employees, those employees with less pressure are more likely to stay longer.

CHAPTER V

DISCUSSION, CONCLUSION AND IMPLICATIONS

5.1 Discussion

The study's findings showed that dedicated employees were more likely to stay with the company for a longer period of time, decline attractive job offers, avoid actively looking for alternative employ, and proposed the business with others as a great place of work (Batt et al., 2002).

It also revealed that higher job satisfaction meant that employees cared more about the caliber of their work since they thought that the company had a bright future. Consequently, the workforce that was more dedicated to the company, had lower intention to leave, and had higher productivity (Ishigaki, 2004).

Additionally, it demonstrated that workers are more inclined to be independent and individualistic, placing a higher emphasis on their careers than organizational loyalty. As a result, they actively seek out demanding positions and better career development chances (Kupperschmidt, 2000), this is because they contain a greater exterior locus of control and self-esteem (Twenge & Campbell, 2001).

According to the study's findings, experiencing anxiety (such as feeling tight or emotionally spent) not only lowers one's level of job satisfaction but also significantly increases one's likelihood of leaving. Investigating the level of contact between employees and employers with regard to workplace stressors is also crucial because poor management-employee communication increased tension levels and, as a result, the intention of departing from the company.

5.2 Conclusion

Human resource is the valuable asset of an organization whereas employees' with low intention to leave are the foundation of organization's success. IT organizations in Nepal have various HRM practices to foster the organizational commitment and job satisfaction among their employees that if carried out properly would be beneficial for the organization. This study analyzed the

influence of different variables that affect the intention to leave among employees working in IT organizations in Nepal. The study examined the influence of four independent variables i.e. organizational commitment, job satisfaction, perceived alternative job opportunity and job stress on the dependent variable intention to leave.

The results of the study from multiple regression showed that the influence of organizational commitment on intention to leave was not significant. However, the study showed that the organizational commitment are negatively associated or correlated to turnover intention and committed employees were driven to contribute towards the growth and development of their organization.

Similarly, this study inferred that satisfied employees foster higher efficiency and productivity resulting into increased attachment towards their present employment. Moreover, we can state that the perceived alternative job opportunity conceives job hopping attribute in the employees resulting into higher intention to leave for personal development and optimistic future.

In addition, the study exhibited that higher job stress contributes to higher intention to leave among employees and employees prefer jobs that focuses not only for the welfare of the organizations but also for the welfare of the individual as well as his mental and emotional well being.

Furthermore, this study revealed that job satisfaction, perceived alternative job opportunity and job stress can have significant influence on the intention to leave depending upon the factors and their way of implication whereas organizational commitment does not have a considerable effect on intent to leave. As the concept of fostering lower intention to leave in an organization is in developing phase but a large leap has been already taken by IT organizations in Nepal. Therefore, employees' intention to leave has now been taken as an important element that HR department of Nepalese business organizations must develop and maintain to achieve higher level of success in the competitive business environment.

5.3 Implications of the findings

Discussing the implications of this research in more detail focuses on few concerns that can be worth noticing for the managers and officers of IT organizations in Nepal as well as to researchers and HR practitioners. To begin with, if organizational commitment, job satisfaction, perceived alternative job opportunity and job stress has deep impacts on intention to leave in the workspace, organizations need to manage them not matter what the economical situation of that organization. Through this study, it was evident that to cultivate even moderate organizational commitment and job satisfaction is remarkable. Therefore, HR professionals or managers who are assessing their achievement to manage employees' intention to leave need to recognize that it should be seen as a significant accomplishment to be able to influence such a complicated issue even slightly. Addressing an employee's intent to leave is not about making substantial adjustments; rather, it is about having a future perspective, which is sometimes neglected in business.

Given the long-term perspective, senior management must contemplate on the factors influencing employees' intent to quit. The IT companies have both experienced members as well as young minds in their executive team and, many a time, in the board of directors as well. Thus, the deliberations and planning must be in teams rather than bounding it to only small group of people. This study has shown that encouraging organizational commitment and job satisfaction involves much more than just paying employees. Thus, as a result, the researcher wants to urge senior management to have a unified discussion on the phenomena without focusing on one particular HR practice, such monetary pay.

In addition to discussing various HR procedures, the research's findings suggest the senior management to recognize critical employees whose intention to depart is low. This research report contributes to help managers and officers of IT organizations in Nepal to understand the reasons why their employees' have intentions to leave from the organization and how organizational commitment, job satisfaction, perceived alternative job opportunity and job stress influence the intention to leave from an organization consequently contributing to overall success of the entity.

5.4 Areas of future research

This study also leaves a number of grounds for the future research. Increasing the number of respondents may be imperative. The independent variables influencing intention to leave such as organizational commitment, job satisfaction, perceived alternative job opportunity and job stress can be increased. Besides that, demographic variables can be taken as moderating factor to measure the effect on intention to leave.

Regression analysis model was utilized to ascertain the association of organizational commitment, job satisfaction, perceived alternative job opportunity and job stress on intention to leave in IT organizations in Nepal. There is need for future advanced studies using further varied techniques with both quantitative and qualitative methods for assembling better perception on the topic. This can help the human resource practitioners to be extra precise about associated HRM elements. The study explores the IT organizations in Nepal, further the study can be conducted taking other sectors as manufacturing or other service sector like banking, hotel and tourism.

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Section II: Organizational Commitment

No	STATEMENTS	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1	In order to continue working in this organization, I would accept almost any type of job assignment	1	2	3	4	5
2	I am proud to tell others that I am a part of this organization	1	2	3	4	5
3	I am willing to make more efforts to achieve better result for this organization	1	2	3	4	5
4	I feel very little loyalty to this organization	1	2	3	4	5
5	I talk up this organization to my friends as a great organization to work for	1	2	3	4	5

Section III: Job Satisfaction

No	STATEMENTS	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1	I like working in this organization	1	2	3	4	5
2	I am satisfied with my job	1	2	3	4	5
3	I am glad that I chose this company to work for over other organization	1	2	3	4	5

Section IV: Perceived alternative Job opportunity

No	STATEMENTS	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1	If I quit my current job, the chances that I would be able to find another job, which is better than my present job is high	1	2	3	4	5
2	If I leave this job, I would have another job as good as the present job within one month	1	2	3	4	5
3	There is no doubt in my mind that I can find a job that is at least as good as the one I now have	1	2	3	4	5
4	Given my age, education and the general economic condition, the chances of attaining a suitable position in some other organization is slim	1	2	3	4	5
5	It would be easy to find an acceptable alternative employment	1	2	3	4	5

Section V: Job stress

No	STATEMENTS	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

1	I feel emotionally drained by my job	1	2	3	4	5
2	I feel burned-out by my job	1	2	3	4	5
3	I do not have enough time to get everything done on my job	1	2	3	4	5
4	I feel this work affects my family life	1	2	3	4	5
5	I face difficulty getting adequate supplies to do my job	1	2	3	4	5
6	Job requires excessive mental and physical strength	1	2	3	4	5

Section VI: Intention to leave.

No	STATEMENTS	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1	I often think about leaving this organization.	1	2	3	4	5
2	It is likely that I will actively look for a new job next year	1	2	3	4	5
3	I would consider joining other organization, if the opportunities arise	1	2	3	4	5