

# **DETERMINANTS OF EMPLOYEE RETENTION IN NEPALESE COMMERCIAL BANKS**

A Dissertation Submitted to the office of the Dean, Faculty of Management in partial  
fulfilment of the requirements for the Master's Degree

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## **CERTIFICATION OF AUTHORSHIP**

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “Determinants of Employees’ Retention in Nepalese Commercial Banks”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purpose.

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 the dissertation.

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## **REPORT OF RESEARCH COMMITTEE**

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## ABBREVIATIONS

ANOVA	:	Analysis of Variables
CD	:	Career Development
E	:	Error Terms
ER	:	Employees' Retention
etc	:	Etcetera
H	:	Alternative Hypotheses
HR	:	Human Resource
HRD	:	Human Resource Development
HRM	:	Human Resource Management
JA	:	Job Attributes
N	:	Number
QWL	:	Quality of Work Life
S.N.	:	Serial Number
SD	:	Standard Deviation
SPSS	:	Statistical Package for the Social Science
TB	:	Team Building
TD	:	Training and Development
US	:	United State
WE	:	Working Environment
$\beta$	:	Beta Coefficient

## ABSTRACT

The research study titled "Determinants of Employees' Retention in Nepalese Commercial Banks" investigates factors influencing employee retention in Nepalese commercial banks, focusing on job attributes, work environment, team building, career development, and quality of work life as independent variables, with employees' retention as the dependent variable. Data was collected through Google questionnaires from 190 respondents working in these banks and analyzed using SPSS software. Descriptive and inferential statistical tools, such as mean, standard deviation, frequency analysis, correlation, regression, and hypothesis testing, were employed. In conclusion, the study sheds light on the factors that influence employee retention in Nepalese commercial banks. The research methodology involving primary data collection through Google questionnaires and statistical analysis using SPSS software proved effective in providing a comprehensive understanding of employee perceptions and experiences. The moderate levels of satisfaction in various aspects of the job and work environment suggest room for improvement to strengthen employee retention. By addressing the factors identified, such as promoting effective leadership, fostering diversity and inclusion, offering career development opportunities, and ensuring a positive work culture, banks can foster a more engaged and satisfied workforce. Ultimately, these efforts can contribute to the long-term success and growth of Nepalese commercial banks by retaining valuable talent and creating a positive work environment for all employees.

*Keywords: Employees' Retention, Job Attributes, Work Environment, Team Building, Career Development, Quality of Work Life*

## CHAPTER-I

### INTRODUCTION

#### 1.1 Background of the Study

In the banking sector, where talent acquisition and retention directly affect organizational success, employee retention has grown in importance (Kumari & Mittal, 2019). In addition to interfering with workflow, a high personnel turnover rate results in substantial expenses for hiring, training, and lost productivity (Din, Shah, & Fatima, 2020). Therefore, maintaining a skilled and dedicated workforce in commercial banks requires recognizing and comprehending the factors that influence employee retention. Particularly in the fiercely competitive banking industry, employee retention has been a top priority for businesses (Khan, Hussain, & Akram, 2021). Maintaining a competitive advantage, cutting down on attrition, and assuring organizational stability all depend on the capacity to retain bright and competent workers (Eisenberger, Cummings, Armeli, & Lynch, 1997). The purpose of this study is to investigate the factors that affect workers' retention in Nepalese commercial banks. It specifically looks into how workers' intentions to remain with the company are affected by job characteristics, the work environment, team building, career growth, and quality of work life.

Job satisfaction, pay, and career opportunities are just a few of the components of an employee's employment that are included in job qualities. Research has indicated a strong correlation between work satisfaction and staff retention (Kumar & Mannan, 2019). Significant employment factors that lead to increased employee retention rates include a desirable salary package, prospects for professional progression, and work security (Memon, Basit, & Shaikh, 2020). Job qualities are the different aspects of a job, such pay, employment stability, and advancement chances (Ployhart, Nyberg, Reilly, & Maltarich, 2014). Previous studies in the banking sector have demonstrated a strong correlation between job qualities and staff retention (Feldman & Arnold, 2002). Workers are more inclined to remain with a company if they believe their positions are fulfilling and provide prospects for advancement (Luthans, 2002). Thus, it is postulated that favorable job characteristics have an impact on workers' retention in Nepalese commercial banks.

One of the most important factors in employee retention is the workplace. Employee satisfaction and loyalty are enhanced in a work atmosphere that is inclusive and supportive (Saeed, Mohammed, & Saeed, 2019). The choice of employees to remain or leave a company is largely influenced by factors including fair treatment, work-life balance, effective leadership, and organizational culture (Kumari & Mittal, 2019). The physical, social, and psychological settings in which workers carry out their duties are collectively referred to as the work environment (Warr, Cook, & Wall, 1979). According to Hochwarter, Witt, and Kacmar (2000), a work environment that is good and comprises of fair treatment, supportive connections, and efficient communication has the potential to cultivate employee happiness and loyalty. Many studies have demonstrated how important a work environment is for retaining employees in the banking industry (Al-Badi & Al-Ali, 2012). Thus, it is hypothesised that staff retention in Nepalese Commercial Banks is positively impacted by a good work environment.

Employee cooperation and team-building exercises can have a favorable effect on retention rates. According to a research by Al-Zu'bi (2020), team building exercises increased worker satisfaction and decreased plans to leave. Employee retention may be increased by including staff members in team-building activities, encouraging camaraderie, and promoting efficient teamwork (Kumar & Mannan, 2019). Employee cooperation, collaboration, and mutual support are the goals of team building exercises (Salas, Rozell, Driskell, & Mullen, 1999). Successful team-building programs may improve work satisfaction and employee engagement, which in turn can raise retention rates (Blazovich & Brislin, 2014). Team building exercises appear to have a favorable impact on staff retention, according to banking sector research (Hernaus, Cerne, & Dysvik, 2017). Thus, it is postulated that team building has a good impact on workers' retention in commercial banks in Nepal.

Opportunities for career growth are essential for commercial banks to hold onto skilled staff members. Job satisfaction and commitment may be raised by offering mentoring opportunities, training and development programs, and well-defined career routes (Din et al., 2020). Workers are more inclined to look for work elsewhere if they believe there aren't enough prospects for advancement (Al-Zu'bi, 2020). Opportunities for career growth are essential for drawing in and keeping bright workers (Arthur, Hall, & Lawrence, 1989). Employee commitment is higher when they believe their company

supports their professional development through chances for training, mentorship, and advancement (Cable & Judge, 1997). Numerous studies conducted in the banking industry have shown that career development and employee retention go hand in hand (O'Reilly, Chatman, & Caldwell, 1991). It follows that a beneficial relationship between career development and staff retention in Nepalese Commercial Banks is hypothesised.

The well-being of employees, job stability, and work-life balance are just a few of the variables that make up the quality of work-life. Higher job satisfaction and reduced turnover rates have been linked to a better work-life balance (Saeed et al., 2019). Higher retention rates may also be attained by guaranteeing job stability and fostering employee well-being through wellness initiatives and encouraging policies (Kumar & Mannan, 2019). Employee perceptions of their whole work experience, including aspects like job satisfaction, work-life balance, and workplace support, are included in the concept of quality of work life (Campbell, Dunnette, Lawler, & Weick, 1970). According to Noblet, LaMontagne, and Landsbergis (2006), a pleasant work environment raises employee happiness, engagement, and retention. Prior research in the banking sector has emphasized the significance of work-life quality for retaining employees (Carayon & Smith, 2000). Thus, a hypothesis has been put out that the quality of work life has a favorable impact on the retention of personnel in Nepalese commercial banks.

Organizations must prioritize employee retention, especially in the cutthroat banking industry. The purpose of this study is to pinpoint the major factors affecting workers' retention in Nepalese commercial banks. The research focuses on five main areas: career growth, team building, work environment, job qualities, and quality of work life. This study looks at these variables in an effort to provide light on practical methods for improving staff retention in commercial banks.

Developing successful ways to improve staff retention requires an understanding of the factors that influence employee retention in Nepalese commercial banks. Organizations may foster a work environment that encourages employee happiness, engagement, and loyalty by emphasizing job qualities, work environment, team building, career growth, and quality of work life. The discussion above demonstrates the increasing importance of the research addressing the effect of HR procedures on employee retention. While

analogous discoveries have been made using more current data in the context of Nepal, no equivalent findings have been made using data from other nations. Therefore, the purpose of this study is to examine how HR policies affect employees' retention in Nepalese banking industries.

## **1.2 Problem Statement**

In order to create practical plans for raising employee retention rates, it is imperative that the retention of staff in Nepalese Commercial Banks be looked at. A number of factors, such as job attributes (Feldman & Arnold, 2002), the work environment (Al-Badi & Al-Ali, 2012), team building (Hernaus, Cerne, & Dysvik, 2017), career development (Arthur, Hall, & Lawrence, 1989), and quality of work life (Carayon & Smith, 2000), have been shown to be significant in influencing employees' intention to stay with an organization. Examining the precise link between these variables and staff retention in the context of Nepalese commercial banks is necessary, though. Thus, the main research question of this study is to investigate how workers' intentions to remain with Nepalese Commercial Banks are influenced by job qualities, work environment, team building, career growth, and quality of work life.

The study looks on the connection between job characteristics and staff retention in Nepalese commercial banks in order to solve this issue. Work qualities include things like pay, work stability, and potential for advancement (Feldman & Arnold, 2002). Gaining insight into how these characteristics affect workers' intentions to remain can help identify the precise work-related elements that lead to greater retention rates.

The study also looks at how workers' retention in Nepalese commercial banks is affected by their workplace. Employee satisfaction and loyalty are increased in a pleasant work environment that is defined by fair treatment, supportive relationships, and effective communication (Al-Badi & Al-Ali, 2012). Analyzing how the workplace affects retention offers important insights into developing a supportive workplace culture that encourages employee dedication.

The study also looks into how team-building exercises affect workers' retention in Nepalese commercial banks. According to Hernaus, Cerne, and Dysvik (2017), successful team building programs encourage cooperation, collaboration, and mutual support among staff members, which raises engagement and work satisfaction.

Strategies for cultivating a healthy team culture that supports employee retention are informed by an understanding of the link between team building and retention.

The study also looks at how career development programs affect workers' retention in Nepalese commercial banks. Employee commitment is positively impacted by career development programs including training, mentorship, and advancement chances (Arthur, Hall, & Lawrence, 1989). Examining the effect of career development on retention sheds light on how crucial it is to offer prospects for growth and promotion in order to hold on to outstanding workers.

Lastly, the study investigates the connection between staff retention in Nepalese Commercial Banks and work life quality. Work-life balance, job happiness, and workplace support are examples of characteristics that contribute to quality of work-life (Carayon & Smith, 2000). Knowing how these factors affect retention helps to highlight how important it is to have a positive, encouraging work environment that fosters employee loyalty.

This study intends to give Nepalese Commercial Banks useful insights to develop focused strategies for improving employee retention rates and fostering a positive and engaging work environment by examining the effects of job attributes, work environment, team building, career development, and quality of work life on employees' intention to stay.

- i) How satisfied are you with the qualities of your work life, the work environment, team building, career growth, and employee retention?
- ii) Is there a connection between the qualities of a job, the workplace culture, teamwork, professional growth, and employee retention?
- iii) Does the nature of the job, the workplace, teamwork, career advancement, and quality of life at work all affect the job?

### **1.3 Objectives of the Study**

Examining the effect of HR procedures on employee retention in the commercial banking industry in Nepal is one of the study's main goals. Nonetheless, the following are the precise goals:

- i) To analyze the level of satisfaction towards job attributes, work environment, team building, career development, quality of work life and employees' retention.
- ii) To examine the relationship between job attributes, work environment, team building, career development, quality of work life and employees' retention.
- iii) To assess the impact of job attributes, work environment, team building, career development, quality of work life on employees' retention?

#### **1.4 Research Hypotheses**

The following alternative hypotheses have been constructed in-line with the research framework. Thus, following hypotheses have been assumed in terms that each HR practices have significant impact on employees' retention.

H1: Job attributes has significant impact on employees' retention.

H2: Work environment has significant impact on employees' retention.

H3: Team building has significant impact on employees' retention.

H4: Career development has significant impact on employees' retention.

H5: Quality of work life and development has significant impact on employees' retention.

#### **1.5 Rationale of the Study**

The importance of staff retention on organizational performance, productivity, and stability makes it a crucial problem for many businesses, especially Nepalese Commercial Banks. Elevated rates of employee turnover lead to escalated expenses related to hiring, choosing, and onboarding new staff members. Furthermore, losing knowledgeable and competent staff members might interfere with organizational operations and make it more difficult to accomplish strategic objectives. As a result, it is critical that Nepalese Commercial Banks comprehend the elements that affect workers' intentions to remain and create practical plans to raise retention rates.

The impetus for this research stems from the lacunae in the current literature on staff retention, specifically with regard to Nepalese commercial banks. There is a need for context-specific research within the banking industry, even though prior studies have examined the importance of elements like job attributes, work environment, team

building, career development, and quality of work life in influencing employees' intention to stay in organizations.

This study attempts to offer distinctive insights into the elements that affect employee retention in this particular organizational setting by concentrating on Nepalese Commercial Banks especially. Rapid technical breakthroughs, fierce rivalry, and changing client expectations define the banking business. Therefore, it is more important than ever for Nepalese Commercial Banks to retain their workers in order to have a knowledgeable and committed workforce that can successfully handle the demands of the business.

The results of this study can aid in the creation of policies and initiatives that are supported by data to improve staff retention in Nepalese commercial banks. The bank management will be able to identify areas that need improvement and conduct focused interventions if they have a thorough understanding of the unique influence that job qualities, work environment, team building, career development, and quality of work life have on retention. This in turn may contribute to the development of a stimulating and happy workplace that encourages worker dedication, happiness, and loyalty.

Furthermore, by filling in the knowledge vacuum in the banking industry, this study can benefit academics, industry experts, and decision-makers in the human resource management space. The study's findings can add to the corpus of information already available on staff retention, enhancing our comprehension of the variables affecting retention in the banking sector.

The overall justification for this study is based on the importance of staff retention for Nepalese Commercial Banks, the necessity of investigating the particular elements impacting retention in the banking industry, and the possible benefits to research, practice, and policy. By filling up these gaps, the research hopes to offer useful advice and insights to improve staff retention tactics, which would eventually support the prosperity and long-term viability of Nepalese commercial banks.

## **1.6 Limitations of the Study**

The study has the following limitations discussed under;

- i) The study is limited only in Kathmandu Valley. Thus, the study is limited to specific organizations to evaluate the employees' retention of commercial banks companies.
- ii) This research is primarily based on primary data. Therefore, the reliability of conclusions of the study totally depends on the accuracy of the information provided by the respondents.
- iii) The study excluded the non-linearity assumptions as the study is based on the assumption of linear relationship between dependent and independent variable.
- iv) Sample size has been taken in small magnitude i.e. 190 due to the high population size.
- v) As the study is not based on secondary source the validity of the result lies on the information provided by the respondents.

## **CHAPTER-II**

### **LITERATURE REVIEW**

This chapter's goal is to give an overview of the literature that is relevant to the current investigation in order to give context and support for the study framework. This chapter provides a comprehensive overview of the studies that have been conducted in the past, taking into account both industrialized and developing nations. The conceptual foundation for the study is presented in this chapter, which also reviews empirical research on the effect of HR policies on the retention of staff in Nepalese commercial banks. A literature review is a critical examination of a section of the published literature that includes a summary, theoretical studies, a categorization and comparison of earlier research, and a review of the literature. A literature review is a text of an academic publication that summarizes the state of the art on a certain subject, encompassing theoretical and methodological contributions as well as substantive discoveries.

#### **2.1 Theoretical Review**

Retention of employees is a complicated function of several factors and associated ideas. Although a person may be content with some elements of their work, they may not be happy with other aspects of it. Despite their obvious relationship, employee retention and motivation are not the same thing. The Hawthorne trials were a major precursor to the research on employee retention. Hawthorne conducted experiments from 1924 to 1933 in an effort to determine how different work environments affected employees' output. The Hawthorne Effect, which is the temporary boost in productivity caused by innovative changes in work environment, was observed in the experiments. It was eventually discovered that the awareness of being watched, rather than the novel circumstances, was what caused this rise. This discovery implied that individuals labor for reasons other than financial gain, which opened the door for further research into other aspects of employee retention.

##### **2.1.1 Human Resource Practice Factors**

Organizations must prioritize employee retention since it has a direct influence on output, knowledge retention, and overall performance. This conceptual analysis looks

at the linkages between job qualities, work environment, team building, career development, quality of work life, and employee retention in order to identify the elements that affect employee retention. This review attempts to offer a thorough knowledge of the relationships between these characteristics and employee retention by examining the body of literature already written on these subjects.

### **Relationship between Job Attributes and Employees' Retention**

Work qualities cover a wide range of elements related to the job, such as job design, pay, progression and growth prospects, and job security. According to research, job characteristics have a big impact on employee retention. Employees are more likely to experience job satisfaction and stick with the company when they believe their work is meaningful and fits with their interests and skill set (Diamantidis et al., 2019). Furthermore, companies with a positive work environment, competitive pay, and perks typically have better employee retention rates.

Another crucial aspect of a job that affects retention is job security. Workers who are comfortable in their roles are more likely to be loyal to the company and show less desire to leave. Clear communication regarding organizational stability, chances for advancement, and equitable hiring practices can improve job security.

### **Relationship between Work Environment and Employees' Retention**

The physical, social, and psychological settings in which workers function are all included in the term "work environment." Higher rates of employee retention are correlated with a favorable work environment. Employee happiness, engagement, and loyalty to the company are increased in an inclusive and encouraging work environment that values fair treatment, open communication, and respectful interactions (Sabir & Qureshi, 2018).

Businesses that put a high priority on work-life balance by providing flexible work schedules and encouraging policies foster an atmosphere where staff members feel appreciated and inspired to stick around. Furthermore, a harassment- and discrimination-free workplace that is secure and healthy is essential for keeping employees on board.

### **Relationship between Team Building and Employees' Retention**

The goals of team building exercises are to increase trust, cooperation, and communication. Employee retention is positively impacted by team building activities that are effective. According to Salas et al. (2016), employees are more likely to stick with an organization when they have a sense of belonging and a connection to their coworkers.

Positive connections, increased job satisfaction, and a supportive work environment may all be achieved via team building exercises. Organizations may improve employee commitment, fortify employee attachment to the company, and lower employee churn intentions by encouraging cooperation. Frequent team-building activities, such seminars, team-building games, and team trips, help create cohesive, productive teams.

### **Relationship between Career Development and Employees' Retention**

Opportunities for career advancement are essential for keeping employees on board. Workers are more likely to stick with and advance within the company if they believe it offers sufficient support for their professional growth (Mikkelsen & Poulsen, 2018).

To facilitate their workers' professional development and promotion, organizations might provide a range of career development activities, including training programs, mentorship, and succession planning. Employee engagement and commitment are higher when they perceive possibilities for skill development and a clear career path inside the company. Good career development initiatives improve employees' motivation and job satisfaction in addition to increasing retention.

### **Relationship between Quality of Work Life and Employees' Retention**

The term "quality of work life" describes an employee's whole well-being at work, which includes aspects like job satisfaction, work-life balance, job security, and work environment. Employee retention rates are positively correlated with a high quality of work life (Lal & Dwivedi, 2017).

Employers who put their workers' well-being first by offering encouraging work policies, chances for advancement, and a nice work environment have a higher retention rate. A greater quality of work life and employee retention are influenced by elements

including equitable remuneration, acknowledgment for contributions, professional development opportunities, and work-life balance programs.

The important connections between job characteristics, work environment, team building, career growth, quality of work life, and employee retention are highlighted in this conceptual study. Employers who place a high priority on these elements have a higher retention rate, creating a supportive and encouraging work environment for staff members' personal and professional development. Organizations may develop policies and initiatives that improve employee retention and support long-term organizational performance by recognizing and addressing these links.

### **2.1.2 Theories of HR Practices**

#### **Maslow's Hierarchy of Needs**

One of the well-known theories of motivation that served as the basis for the notion of employee retention is Maslow's hierarchy of needs. According to this idea, people try to fulfill five different wants throughout their lives: safety needs, social needs, self-actualization, and self-esteem requirements. According to this view, satisfying the lower demands comes before satisfying the higher ones (Robbins & Coulter, 2007). The model provided a solid foundation for the development of employee retention ideas by early academics.

#### **Herzberg's Two Factor Theory**

In the 1950s, Herzberg created one of the first ideas about employee retention. The Two-Factor Theory, often referred to as the Motivator-Hygiene Theory, highlights that there are elements in the workplace that, when present, contribute to contentment and, when absent, lead to discontent. These elements are known as hygiene factors (Hackman & Oldham, 1976). The idea identifies four motivators: progress, responsibility, acknowledgment, and success. The following five aspects contribute to good hygiene: financial incentives, skillful supervision, administration and policy, working environment, and peer relationships. The hypothesis suggests that job discontent and contentment are not diametrically opposed, and that the lack of job dissatisfaction may be the only factor in an employee's retention (Robbins & Judge, 2007). According to Herzberg, in order to feel neutral about one's employment, hygiene variables must be at a reasonable level. The idea is straightforward and backs up the

claim that managers should focus on increasing workplace cleanliness and motivation in order to generate the best candidates for open positions.

### **Affect Theory**

Created in 1976, the Locke's Range Affect Theory is regarded as one of the most well-known employee retention theories and is employed by several studies. This theory's central claim is that job happiness is based on the difference between one's expectations and actual employment circumstances. According to this hypothesis, one's level of pleasure when expectations are realized is influenced by how highly they value a certain aspect of their job. On the other hand, when expectations are not fulfilled, discontent arises.

### **Vroom's Expectancy Theory**

This theory looks at motivations by analyzing how an individual perceives their beliefs about what will happen in terms of expected benefits and costs. Three variables that affect motivation are taken into account by the theory: valence, instrumentality, and expectation. He contends that personal views about effort/performance linkages and job results impact an individual's motivation for their work. The expectation hypothesis, to put it briefly, is the importance that people place on rewards for reaching objectives. The person would put up their best effort if they anticipated receiving a decent or high reward. Similarly, little effort would be put out if the projected payoff was low or bad. Therefore, work discontent may result when the reward seems unwanted.

## **2.2 Empirical Reviews**

The section on the review of literature provides a comprehensive analysis of the research on the effects of HR strategies on employee retention from various studies.

Naveed et al. (2011) investigated the relationship between staff retention and promotions in the glass sector in Lahore, Pakistan. To determine how predictable employee retention resulting from promotions is, a Likert-style questionnaire was created. On the basis of proportional stratified random selection, four glass businesses were chosen. Human resource managers have distributed 190 surveys in total. Of them, 156 have been returned with completed forms; the data is then examined. The results

of the investigation indicated that promotions had a slight but favorable effect on staff retention.

Lo and Ramayah (2011) stated that numerous factors have the potential to impact employee retention and work satisfaction. The data needed for this study, which examines the connection between employee retention and mentorship among Malaysian small- and medium-sized business workers, was gathered using a survey approach. Executives from the 21 small and medium-sized businesses who were chosen at the middle and lower management levels were given 200 questionnaires. Participating were 150 executives from Malaysia. The findings demonstrated a favorable correlation between career mentoring and all aspects of employee retention, including supervisors, coworkers, the job itself, and promotions. However, no meaningful connection was seen between psychosocial mentoring and the three components of employee retention: coworkers, the job itself, and advancement.

Mallikaarjun (2012) discovered that recognition, rather than money, drives the motivation of our younger generation. Youth are livelier and more energetic. The first step toward them becoming happy with their effort is recognition. They demanded that the person esteem them, like their work, and be able to participate in decision-making. According to the study, appreciation motivates employees more than money does. It is possible to show employees that you care about them by giving them more responsibilities, letting them participate in decision-making, preparing their succession, and giving them several chances to advance to higher positions.

Vuori and Okkonen (2012) evaluated that the knowledge sharing motivating elements associated with utilizing an intra-organizational social media platform. The findings showed that an intra-organizational social media platform's incentive to share information aids in the achievement of the organization's objective. Employee attitudes were evaluated by Cho and Perry (2012) in relation to intrinsic motivation (managerial trustworthiness, goal-directedness, and extrinsic reward expectation). The study discovered that one significant factor influencing employee attitudes is intrinsic motivation. Additionally, the study discovered a significant correlation between employee happiness and the intention to leave an organization and intrinsic motivation. The degree of intrinsic motivation on employee satisfaction is positively correlated with managerial trustworthiness and goal-directedness, whereas the expectation of extrinsic

incentives lowers motivation. The study came to the conclusion that employee motivation is influenced by managerial practices.

Mahazril et al. (2012) ascertained that employers have an obligation to show their appreciation for their staff members on a regular basis and provide additional perks, such compensation, to boost morale. According to the study, communication, rewards, and recognition can spur workers to action. According to the study's findings, receiving acknowledgment for one's efforts at work, whether they are recurring or first-time, raises productivity and performance levels in a progressive manner.

Commeiras et al. (2013) figured out that within the business domain, training pertains to the process of instructing staff members and equipping them with the necessary information and abilities to suit both their jobs and the firm. Employees that get training learn how to work and develop their talents, which inspires them to accomplish the organization's and their own shared goals. Without employee participation, it is hard to get a competitive edge, hence management must find new ways to inspire their staff members.

Beretti et al. (2013) stated that financial incentives are given to employees in order to foster a favorable work environment and to incentivize them to perform better. The findings also showed that financial incentives influence subordinates' behavior or perspective on work in the company, encourage workers, improve commitment to job performance, and result in employee retention.

Khan et al. (2013) found that the influence of many elements affecting intrinsic and extrinsic incentives on the work performance and retention of banking personnel in Pakistan. The results of the study showed that employee performance was significantly impacted by both intrinsic and extrinsic rewards. A substantial and positive correlation was seen between the self-reported annual performance of employees and the following intrinsic rewards: security, ability utilization, social service, variety, moral values, activity, and authority. Conversely, it was shown that the following extrinsic rewards had a strong and positive correlation with workers' performance: promotion, coworkers, supervision-human interactions, and recognition. According to the survey, it is important to guarantee that HR regulations pertaining to employee awards are applied equally in order to raise employee satisfaction levels.

Ismail et al. (2014) used 99 valid questionnaires that were gathered from workers who worked at public tertiary educational institutions in East Malaysia to investigate the effects of performance evaluation communication and procedural fairness on employees' retention. A study found that when managers provide employees a clear explanation of their assessment procedures and sufficient feedback while calculating their performance score, the employees feel happy. The results of the stepwise regression analysis demonstrated a substantial correlation between employee retention and the relationships between procedural fairness, treatment, and feedback. Overall, the findings showed that appraisers' capacity to give constructive criticism significantly evokes appraises' perceptions of procedural justice, which improves employees' retention in the firm under study.

Raziq and Maulabakhsh (2015) conducted an analysis on the effect of the workplace on employee retention. The approach used in the investigation was quantitative. A survey that participants self-administered was used to gather data. The survey was taken from an earlier, verified version. The target market is made up of Pakistani educational institutions, the financial industry, and the telecommunications sector. Data on 210 workers was gathered using simple random sampling. The findings showed a favorable correlation between employee retention and the workplace environment. The study's brief conclusions included the recommendation that companies recognize the value of a positive workplace culture in order to maximize employee retention.

Akhtar et al. (2016) explored that the effects of incentives, performance reviews, and training and development on employee retention. The goal of this research was to determine how these variables affect employee retention. Various colleges are selected in order to gather data. The primary data for the study came from questionnaires. The questionnaire, which included five Likert scales and a sample size of 20, was taken from earlier studies. The results of the study demonstrated a strong and positive correlation between the independent and dependent variables. The data was analyzed by the researcher using reliability analysis, regression analysis, and correlation. The study's findings also indicated that there was no significant correlation between job turnover and employee performance, and that compensation for performance had a moderating effect on employee retention.

Wyrwa and Jerzy's (2020) looked the analysis of earlier theoretical writings and empirical research, these studies have some methodological and cognitive constraints. Even at the definitional level, a precise and unambiguous understanding of what exactly makes up employee retention has not yet emerged, despite several important initiatives to do so. In addition, there is a lack of crucial agreement among researchers about the factors that influence employee retention, leading to the use of disparate study methodologies. In reality, even though employee retention studies are becoming more and more popular, some of these elements have not yet been thoroughly investigated, and some study has produced inconsistent findings about how much a certain issue influences employee retention.

The findings of Lee, Robertson, and Kim (2019) show that there aren't any notable variations between these groups in terms of the elements that have the most effects on satisfaction. Still, there are a few little differences that stand out. Men prioritize employee development more highly than women do, while minorities place less value on receiving praise for their hard work than do White people. Intersectionality is also partially demonstrated by the fact that minority women place a higher value on pay satisfaction and diversity management than White males do, while minority women place a lower value on workplace engagement. The paper offers possible reasons for these results and briefly discusses the implications for practice and research.

Shantha (2019) employed a self-administered questionnaire was randomly distributed to a sample of 360 full-time employees of ABC Maritime Agencies (Pvt.) Ltd, with the purpose of collecting data for study. The employees represent the shipping and logistics sector of the ACB Maritime Agencies, Colombo, Sri Lanka. Both factor analysis and the structural equation model were used to examine the data. According to the findings, the majority of workers don't seem to be happy in their positions, which prevents them from having a healthy work-life balance. The majority of the workforce is working on highly sought-after jobs with tight deadlines. Furthermore, these workers have to go right on to another challenging assignment after they complete one of them. In such an environment, employees experience extreme stress, which lowers their productivity and effectiveness at work and causes them to have a poor work-life balance.

Li et al. (2022) assessed the aging population and anticipated decline in the labor force make it imperative for small and medium-sized firms (SMEs) to increase worker

productivity. As a result, it's essential to guarantee that workers are healthy enough to do lengthy shifts. The aim of the research is to examine the correlation between work engagement (WE) and associated characteristics in small and medium-sized enterprise (SME) workforce. Using the baseline data from the prospective cohort research, which comprised 377 workers from three SMEs with headquarters in Hiroshima Prefecture, Japan, a cross-sectional study was carried out. To determine the relationships between the Utrecht Work Engagement Scale (UWES) scores and other factors, a multiple regression analysis was carried out. Retention of workers, age, health literacy (HL), and sleep quality all showed significant correlations (all  $p < 0.05$ ). Furthermore, a statistically significant distinction was noted between high and low HL levels in terms of WE, family life satisfaction, care for one's own body, sleep quality, and employee retention (all,  $p < 0.001$ ). Conclusions: This study's findings show that improving HL, staff retention, and sleep quality are the greatest areas to focus on when adopting productivity and health management in SMEs to boost WE. Additional study with additional SMEs businesses might be done to improve generalizability.

Hamza et al. (2022) examined the non-financial factors that influence employee performance in Erbil, specifically in the Kurdistan area of Iraq. Nevertheless, the researcher developed five study-related hypotheses that required analysis and measurement in order to gauge how effectively workers performed during economic downturns. The results showed that job security had the highest value, indicating that amid a financial crisis, job security had the strongest and most beneficial correlation with employee performance. However, in the Kurdistan area of Iraq amid the financial crisis, job enrichment was determined to be the least significant element that impacts and is connected to employee performance. To gauge the produced study hypotheses, the investigator employed basic regression analysis.

Afif et al. (2023) improved the overall performance of Indonesia's Islamic banks by investigating the effects of management style, activity enjoyment, and painting surrounds on employee motivation. Quantitative methodology is employed, utilizing the SEM SmartPLS assessment instrument. Two hundred employees of Indonesian Islamic banks who were representatives of 20 Sharia Business Units (UUS) and 14 Sharia Commercial Banks (BUS) were the subjects of the inspection. The positive benefits of management style, activity enjoyment, and painted surroundings on

employee motivation as well as the influence of employee motivation on the general performance of Indonesia's Islamic banks are the outcomes of these two observations. This observation's novelty is that an Islamically inspired management style, enjoyable activities, and painting environment have the potential to significantly increase employee motivation during work, which would improve Islamic banks' overall performance and increase their share of the market. Theoretically, in order to evaluate the total performance of Islamic banks, theories and measurements pertaining to management style, activity satisfaction, and painting environments must be employed. The managerial implications are implemented in accordance with priorities, specifically with regard to management style, activity enjoyment, painting settings, and motivation. The pattern is a component of the amount and characteristics that the population possesses. The pattern used to the population must be representative, and the conclusions drawn from it may be pertinent to the whole public.

Hartika et al. (2023) located and summarized previously published papers without offering an assessment of the evaluated studies. Companies must focus on two things in order to achieve their goals and objectives: first, they must produce data that is consistent or occasionally falls short of the production target. This is caused by, among other things, two indicators of poor employee retention and job loyalty, which have an unnoticed impact on employee performance. The review's findings indicate that the three papers' findings about workplace loyalty and staff retention have a favorable and substantial effect on workers' productivity.

Alkandi et al. (2024) expected that there is a strong direct relationship between performance and employee retention as well as a considerable direct relationship between the mediating variable and employee retention. Additionally, incentives and rewards have a major impact on workers' performance when employee retention serves as a mediator. Notable theoretical and practical ramifications of the research findings exist for incentive and rewards systems. By analyzing employee retention as a mediating component in the link between incentive and reward and employee performance, the current study aims to advance our knowledge of this relationship. Furthermore, the study aims to clarify how the link between the suggested factors functions in the cultural setting of Saudi Arabia, which is distinct from the Western environments in which the majority of earlier research has been carried out.

Understanding how and why various incentives and rewards improve workers' behavior at work is made easier by looking at retention rates as a mediator.

Table 1 provides an overview of the review of current studies. The review of recent research on the effect of HR procedures on employee retention is covered in this part.

**Table 1**

*Summary of Recent Literature*

Authors	Title	Objectives	Major findings
Naveed et al. (2011)	Human resource management practices linkage with organizational commitment and job satisfaction	To identify the linkage between human resource management practices and organizational commitment and job satisfaction.	The study revealed that promotion has a modest and positive impact on employees' retention.
Lo and Ramayah (2011)	Managing individual and organizational boundaries: Tending fences and crossing borders.	To explore the management of individual and organizational boundaries, examining both tending fences and crossing borders.	The results showed that there is a positive relationship between career mentoring and all dimensions in employees' retention such as co-workers, job itself, promotion and supervisors.
Nobel (2012)	The effects of job attributes on employee retention: A systematic review of literature	To analyze the effects of job attributes on employee retention through a systematic review of existing literature.	Study revealed that the younger generation is motivated more through recognition than money.
Vuori and Okkonen (2012)	Knowledge sharing motivational factors of using an intra-organizational social media platform	To investigate the motivational factors driving knowledge sharing using an intra-organizational social media platform.	Motivation helps to share knowledge through an intra-organizational social media platform which can help the organization to reach its goals and objectives.
Cho and Perry (2012)	Work management and ergonomics	To study work management and ergonomics in the context of	The study revealed three factors conditioning the effects of intrinsic motivation

		enhancing workplace efficiency and well-being.	managerial trustworthiness, goal directedness, and extrinsic reward expectancy.
Mahazril et al. (2012)	Work motivation among Malaysian public servants.	To examine work motivation among Malaysian public servants.	Result showed that rewards and recognition may motivate employee to work.
Commeiras et al. (2013)	Emotional intelligence and job satisfaction of employees' at Sago companies In Salem district: Relationship study	To study the relationship between emotional intelligence and job satisfaction of employees at Sago companies in Salem district.	Training teaches employees how to work and enhance their skills and hence, motivates them to achieve the common goal of organization.
Beretti et al. (2013)	HRM practice in commercial banks: A case study of Bangladesh	To conduct a case study on HRM practices in commercial banks in Bangladesh.	Monetary incentives motivate employees and enhance commitment in work performance, and psychologically satisfy a person and leads to employees' retention.
Khan et al. (2013)	The relationship between job satisfaction, turnover intentions, and job performance: Evidence from banking sector of Pakistan.	To explore the relationship between job satisfaction, turnover intentions, and job performance in the banking sector of Pakistan.	The study revealed that both intrinsic and extrinsic rewards had significant impact on employee's performance.
Ismail et al. (2014)	Work values and job rewards: a theory of job satisfaction	To develop a theory of job satisfaction by examining work values and job rewards.	Study found that employee feels satisfied when the managers provide clear explanation appraisal practices and feedback.
Gichuru (2015)	The need for and meaning of positive organizational behavior	To understand the need for and meaning of positive	Study indicated that motivation improved efficiency of employees.

		organizational behavior.	
Raziq and Maulabakhsh (2015)	Challenges and prospects of HRM in developing countries: testing the HRM-performance link in Eritrean civil service	To test the link between HRM and organizational performance in the Eritrean civil service, addressing challenges and prospects.	There is a positive relationship between working environment and employees' retention.
Akhtar et al. (2016)	Human resource management practices lineage with organizational commitment and job satisfaction	To investigate the impact of work-life balance on job satisfaction with reference to ABC Private Limited in Sri Lanka.	The results revealed a positive and significant relationship between dependent and independent variables.
Shantha (2019)	The impact of work-life balance on job satisfaction: With special reference to ABC private limited in Sri Lanka.	To assess the impact of the working environment on job satisfaction.	The results revealed that most of the employees seem not satisfied with their job and as a result, they cannot have proper work life balance. Most of staff is on tasks that are in high demand and that need to be finished in very strict deadlines.
Lee, Robertson and Kim (2019)	Impact of working environment on job satisfaction.	To conduct a systematic literature review to conceptualize job satisfaction and its determinants.	No dramatic difference among these groups in terms of which factors have the strongest impact on satisfaction.
Wyrwa and Jerzy (2020)	Conceptualizing job satisfaction and its determinants: A systematic literature review	To study human resource selection practices and their effectiveness.	Critical consensus is lacking among researchers over what contributes to employees' retention, and divergent research approaches have been adopted as a result.
Li et al. (2022)	Human resource selection	To examine non-monetary factors influencing	Significant associations were found with employees' retention,

		<p>employee performance during financial crises in banking sectors.</p>	<p>age, health literacy (HL), and quality of sleep (all, <math>p &lt; 0.05</math>). Additionally, there was a statistically significant difference observed in WE, quality of sleep, concern for own body, employees' retention, and family life satisfaction (all, <math>p &lt; 0.001</math>) with respect to high and low HL levels. Conclusions: The results of this study reveal that while implementing health and productivity management in SMEs to increase WE, it is best to concentrate on raising HL, employees' retention, and sleep quality. To increase generalizability, further research could be conducted with more SMEs companies.</p>
Hamza et al. (2022)	<p>Financial crisis: Non-monetary factors influencing Employee performance at banking sectors</p>	<p>To explore the factors affecting employee motivation to improve the performance of Sharia banks in Indonesia from an Islamic perspective.</p>	<p>It was found that job security had the highest value, which indicates that job security has the most powerful and positive association with employee performance during financial crisis. On the other hand, job enrichment was found to be the least powerful factor that influences and is related to employee performance during financial crisis in the Kurdistan region of Iraq. The researcher used simple regression analysis to measure the</p>

			developed research hypotheses.
Afif et al. (2023)	Factor affecting employee motivation to increase performance of Sharia bank in Indonesia on Islamic perspective	To conduct a narrative literature review on the relationship between job satisfaction, job loyalty, and employee performance.	The managerial implications are carried out in step with priorities, particularly management style, activity delight, paintings surroundings, and motivation the pattern is a part of the quantity and traits possessed via way of means of the populace. The conclusions received from the pattern could be relevant to the populace and the pattern carried out to the populace have to be representative.
Hartika et al. (2023)	The effect of job satisfaction and job loyalty on employee performance: A narrative literature review		The impact of employees' retention and job loyalty of the 3 articles shows a positive and significant impact on employee performance.
Alkandi et al. (2024)	The impact of incentive and reward systems on employee performance in the Saudi primary, secondary, and tertiary industrial sectors: A mediating influence of employee job satisfaction	To investigate the impact of incentive and reward systems on employee performance in the Saudi primary, secondary, and tertiary industrial sectors, considering the mediating influence of employee job satisfaction.	Analyzing employee employees' retention as a mediator facilitates a better understanding of how and why different forms of incentives and rewards enhance employees' behavior at work.

The practice of human resource development in Nepalese corporate organizations was studied by Baniya (2004). The survey found that the only option for employees to

advance their knowledge, skills, and capacities is via training. Employees are provided with both on-the-job and off-the-job training opportunities. The study also discovered that giving employees chances for growth results in better work, more production, stronger employee loyalty to the company, and higher employee motivation. Nonetheless, the findings indicated that demands for pay increases, more benefits and facilities, advancement, overconfidence in one's ability to perform, and a propensity to quit are all detrimental effects of growth.

According to Shrestha (2003), employees that are empowered have higher levels of awareness, competence, and confidence in their ability to carry out their work duties. The empirical outcome provided compelling evidence that employee performance is positively and significantly impacted by empowerment. Overall, the findings demonstrated that these employees' empowerment will result in a long-lasting improvement in their job performance with regard to promotion by raising their consciousness and boosting their competence and confidence in the delivery of superior services.

Pandey (2008) looked at the value of training and organizational commitment in the context of the service industry in Nepal. The study's data came from the Nepal Stock Exchange's daily stock market index, which was obtained between July 17, 2003, and May 5, 2011. During the course of the investigation for a distinct group in the NEPSE market, 1810 observations were included in the sample period. Both the main NEPSE index and a distinct collection of firms were subjected to the unit root test. The study found a strong positive correlation between the elements of employees' dedication and training and development advantages connected to their jobs, careers, and personal lives. Regarding this outcome, the study also found that variables related to HRM practices affect employee satisfaction and organizational success.

According to Adhikari and Gautam (2010), firms must build a distinct connection between their goals and results in order to effectively manage their workforce in Nepal. According to the study's findings, HRD specialists provide a learning environment that influences employee retention while also assisting in the integration of HRD activities and corporate objectives.

The effect of employee involvement on staff retention in Nepalese commercial banks was studied by Chapagai (2011). The study discovered that staff retention in Nepalese commercial banks was positively correlated with employee participation. The results showed that a key factor in determining an employee's retention is their level of participation. The findings showed that many intrinsic and extrinsic job components can affect how long people stay on the job. Pay, benefits, the workplace atmosphere, relationships with coworkers and supervisors, involvement, communication, and equitable treatment inside the company are among the constituents.

In order to determine how the HRM systems in Nepal and Japan differ from one another, Maharjan (2013) looked at the system as a whole. The outcome is based on sixteen qualitative case studies that were carried out in US, Japanese, and Nepali businesses. The results showed that the fundamental principles of HRM practice include experience, potentiality, loyalty, independence, diversity, work knowledge, market image, degree of confidence, and good health. The outcome also demonstrated that most sizable Nepali businesses are investing in training and development initiatives. They have created many training courses and formal and informal need assessment instruments.

Pant (2014) discovered that the labor force in Nepal is unable to fully capitalize on the increased employment opportunities brought about by development initiatives. The nation does not spend money on human resources, and businesses consider training to be an expense. HR policies and chances to raise their educational and skill levels are lacking.

Panta (2014) discovered that organizational commitment and recruiting and selection procedures work well in Nepalese companies. However, the practices of performance assessment, remuneration, and training and development are ineffective. The study discovered that in Nepalese firms, effective HRM strategies positively affect workers' engagement and retention. The majority of workers are happy with the recruiting and selection procedures used by Nepalese commercial banks. Employee dissatisfaction with remuneration, performance reviews, and training and development, however, persists. The study came to the conclusion that key factors influencing employee satisfaction and organizational commitment include recruiting and selection

procedures, training and development programs, remuneration policies, and performance reviews.

Pandey (2015) investigated the relationship between employee engagement and three employee outcomes: organizational commitment, employee retention, and perceptions of fairness. The study's 160 observations were derived from original data collected from 15 commercial banks in Nepal. The results of the study showed a favorable correlation between employee engagement and dedication to the firm, retention, and perceptions of employee justice. According to the study's findings, fair performance reviews, employee participation in decision-making, and job rotation result in contented and dedicated workers.

Pokhrel (2016) looked into how Nepalese commercial banks' HR policies affected worker satisfaction. 173 participants from 20 Nepalese commercial banks made up the survey's sample. Multiple regression models were computed and structured questions were used in the survey. The research findings indicate that human resource procedures, including recruiting and selection, training and development, performance assessment, remuneration, and promotion policies, have a noteworthy effect on employee satisfaction.

Yukongdi and Shrestha (2020) investigated the relationship between bank workers in Nepal's intention to depart and their emotional commitment, employee retention, and workplace stress. A questionnaire-based survey of 282 workers of a bank in Kathmandu was used to gather data. Multiple regression analysis was employed for data analysis. The findings indicated that job stress had a beneficial impact on turnover intention, whereas affective commitment and employee retention had a negative impact. Particularly, occupational stress and emotional commitment were found to have a greater influence on turnover intention than employee retention. There is a discussion of the study's practical consequences.

According to Chaudhary et al. (2022), the fast global spread of the corona virus (COVID-19) is causing many companies to quickly alter their practices. Several organizations have moved their whole workforce to temporary telecommuting and remote employment. Employee involvement is said to have changed, much like other employee characteristics. This study aims to investigate and evaluate variables that may

affect the degree of employee engagement quantitatively. 208 employees in India who work from home provided information to us via an online survey. The UWES-14 (Utrecht Work Engagement Scale) has been used to compute engagement scores. We used multiple regression analysis to look at the effects of all ten factors. According to the results of our regression analysis, employee engagement is raised by appropriate virtual tools, communication from organizational leaders, mental health screenings, and virtual training. When working from home, female employees are reported to be more engaged than male employees. Employee engagement has been proven to be negatively impacted by the number of children. This suggests that virtual employee engagement declines with an increase in the number of children. According to our findings, there is no discernible difference between virtual teamwork, marital status, and entertainment tools and employee engagement. Few suggestions are made by this study in light of the research findings. Organizations should first assist in the enhancement of virtual tools, such internet speed and PC settings. Secondly, it is not appropriate to reduce the wage of employees. Thirdly, the senior executives of the company have to interact with staff members on a regular basis, expand the amount of virtual training, and motivate staff members to get regular mental health exams.

Devkota et al. (2023) provided evidence that mergers and acquisitions (M&A) impact employee happiness, as just one in four workers reported extremely high levels of satisfaction after M&A. The findings show that the nature of the job, company culture, and recognition all continue to have an impact on how satisfied and motivated individuals are. Similarly, compensation has a statistically significant impact on how motivated employees are. Once more, it appears that employee happiness is significantly impacted by employee motivation. Consequently, by taking into account the critical role that workers play in organizational success, this study provides human resource managers with useful insights on how to improve the organization's human resources as seen by employees following a merger or acquisition.

Table 2 summarizes the overview of research conducted in Nepal. The review of Nepalese research on the effect of HR procedures on employee retention is included in this part.

**Table 2***Summary of Nepalese studies*

Author	Title	Objectives	Major findings
Baniya (2004)	Performance appraisal reappraised: It's not all positive	To critically examine the concept of performance appraisal and explore its positive and negative aspects.	Training is the only development opportunity provided for employees to develop their knowledge, skills, and abilities.
Shrestha (2003)	Schoolteachers: Job stress and job satisfaction, Kaski, Nepal	To study the levels of job stress and job satisfaction among schoolteachers in Kaski, Nepal.	The empirical result showed strong evidence that empowerment is positive and significant on the performance of the employees and it is hoped that empowerment will bring sustainable change in their performance.
Pandey (2008)	Impact of employee participation on job satisfaction, employee fairness perception and organizational commitment: A case of Nepalese commercial banks	To assess the impact of employee participation on job satisfaction, fairness perception, and organizational commitment in Nepalese commercial banks.	Findings showed the positive relationship between expected training benefits and organizational commitment
Adhikari (2010)	Human resource development for performance management	To explore human resource development strategies for effective performance management.	Study revealed that in order to manage personal management in Nepalese organizations a clear link between organizational objectives and outcomes should be established
Chapagain (2011)	Changing perspectives of managing human resources in Nepal	To analyze the changing perspectives of managing human resources in Nepal.	There is positive relationship between employee participation and employees' retention in Nepalese Commercial banks. The finding reveals that employee participation is an important determinant of employees' retention.

Maharjan (2013)	Effects of merger and acquisition on employee satisfaction in Nepalese banking sectors	To investigate the effects of merger and acquisition on employee satisfaction in Nepalese banking sectors.	The outcome of appraisal is linked with pay increment, promotion, training, development, and feedback to the employees for their area of improvements. The finding shows that Nepali managers or employees are dissatisfied in many aspects while working.
Panta (2014)	Human resource management and organizational performance.	To explore the relationship between human resource management practices and organizational performance.	Finding showed that that recruitment and selection practices and organizational commitment are effective in Nepalese organizations. However, training and development practice, compensation practice and performance appraisal practice is not so effective.
Pandey (2015)	Expected training benefit and organizational commitment: a study of Nepalese service sector	To study the expected training benefits and their influence on organizational commitment in the Nepalese service sector.	Employee participation is positively correlated with employee employees' retention, employee fairness perception and organizational commitment.
Pokhrel (2016)	Impact of human resource practices on employee satisfaction of Nepalese commercial banks	To assess the impact of human resource practices on employee satisfaction in Nepalese commercial banks.	Human resource planning, recruitment and selection, training and development, performance appraisal, compensation and promotion practices have significant impact on employee satisfaction.
Yukongdi and Shrestha (2020)	The influence of affective commitment, job satisfaction and job stress on turnover intention: A study of Nepalese bank employees.	To examine the influence of affective commitment, job satisfaction, and job stress on turnover intention among Nepalese bank employees.	Affective commitment and employees' retention had a negative effect, while job stress had a positive influence on turnover intention. Specifically, employees' retention had the strongest impact on turnover intention, followed by job stress and affective commitment. Practical implications for the study are discussed.

Chaudhary et al. (2022)	Factors affecting virtual employee engagement in India during Covid-19.	To identify the factors affecting virtual employee engagement in India during Covid-19.	Find any significant impact of virtual teamwork, marital status, and entertainment tools on employee engagement. Based on the research results, this study make few recommendations. First, organizations should facilitate the improvement of virtual tools such as internet speed and personal computer configuration. Second, the salary employees should not be decreased.
Devkota et al. (2023)	Effects of merger and acquisition on employee satisfaction in Nepalese banking sectors	To investigate the effects of merger and acquisition on employee satisfaction in Nepalese banking sectors (duplicate title).	Study offers practical insights to human resource managers in strengthening human resources of the organization as perceived by employees after an M&A by considering the crucial role of employees in organizational performance.

### 2.3 Research Gap

The main area of unmet research need in the field is how exactly job characteristics, workplace culture, team dynamics, professional growth, and quality of life at work affect workers' retention in Nepalese commercial banks. Although staff retention issues in banking and other businesses have been studied previously, there are surprisingly few studies that specifically focus on the banking industry in Nepal. This study intends to close this gap by examining the ways in which workers' intentions to remain in Nepalese Commercial Banks are influenced by job qualities, work environment, team building activities, career development chances, and quality of work life. By filling this knowledge vacuum, the study hopes to give bank management insightful information that will help them create customized plans and cultivate a positive workplace culture that will increase employee retention rates.

## **CHAPTER-III**

### **RESEARCH METHODOLOGY**

A study's general plan is outlined in the research methodology. It offers the fundamental structure around which the research is built. The research technique must be explained before the analysis and interpretation of the results are presented. This chapter lays out all the procedures that must be followed during the research project in order to meet the study's goals.

#### **3.1 Research Design**

The present investigation employs a descriptive research approach and a causal comparative research design to examine the impact of HR policies on employee retention in commercial banks within the Nepali setting. This study uses a descriptive research methodology to gather sufficient data about the variables influencing employee retention. The causal comparative design, which is also the foundation of this study, aids in examining potential causes and the influence relationships between different dependent and independent variables. The effect of work-life balance, performance reviews, rewards, promotions, training, and development on employee retention has been studied using a casual comparative study methodology.

#### **3.2 Population, Sample and Sample Procedure**

Nepal is home to 20 listed commercial bank businesses (Mid-Jan, 2024). Therefore, every employee of the commercial banks in Nepal's capital city of Kathmandu is a member of the people. Employees at the assistant, executive, and manager levels were selected to participate in this study. In terms of sample strategy, convenience sampling is used as it reduces time, money, and effort and is suitable for reaching the 190 respondents. In a similar vein, the employees voluntarily contributed their ideas and participated in the study. The majority of the people who received the questionnaire were workers at Kathmandu's commercial banks.

#### **3.3 Types and Source of Data**

Primary data obtained for the literature review were the basis for this investigation. The major data sources are employed in the qualitative study. The questionnaire approach has been the instrument used to collect data. The questionnaire included questions on a

5-Likert scale and included personal information about the respondent. Every statement was evaluated using a 5-point Likert scale, with one denoting a strong disagreement and 5 denoting a strong agreement, to gauge how the respondents felt about it.

### **3.4 Collection of Data**

The purpose of this study is to learn what the respondents think about the impact of HR strategies on staff retention in Nepalese commercial banks. The 10 Nepalese commercial banks that were chosen were the source of the data. Employees of each sampled organization were given a structured questionnaire during visits to their individual branches and main offices. Workers were respectfully asked to indicate how much they agreed or disagreed with the following five-point Likert scale questions: (1-strongly agree to 5-strongly disagree). A single follow-up was conducted around two weeks following the first delivery. The study's questionnaire may be found in the appendix.

### **3.5 Tools for Analysis**

In this work, statistical methods including descriptive and inferential tools have been used. To determine facts and develop conclusions about variables, the descriptive statistical tools consists of mean, weighted mean, and standard deviation are computed. Using Cronbach's alpha, the reliability test is carried out in accordance with the research study. Likewise, for primary data analysis to determine the cause and effect relationship, inferential statistical procedures mostly comprise regression analysis and correlation. A variety of tools have been employed to generate the results. Frequencies analysis, descriptive analysis, regression analysis for hypothesis testing, and correlation analysis are a few of them.

### **3.6 Reliability**

Testing for factor loading and reliability using Cronbach Alpha and other measures the study's validity and reliability. A Cronbach Alpha of .70 or above is desirable. The Cronbach Alpha value for customer satisfaction and all service quality aspects should be greater than or equal to .70 to indicate dependability. The reliability statistics of a questionnaire with 25 items that measures different aspects of organizational behavior and employee satisfaction are shown in table 3.

**Table 3***Reliability Test*

Reliability Statistics			
Overall Cronbach's Alpha	N of Items		
.963	30		
Variables	Cronbach's Alpha	Items	Remarks
Job Attributes	.723	5	Good
Work Environment	.811	5	Good
Team Building	.823	5	Good
Career Development	.778	5	Good
Quality of Work Life	.843	5	Good
Employees' Retention	.907	5	Excellent

There is strong internal consistency among the items, as seen by the total Cronbach's Alpha coefficient of .963 for all the variables taken together.

**Job Attributes:** The Cronbach's Alpha coefficient for the job attributes variable is .723, indicating a moderate degree of internal consistency among the work attribute-related items.

**Work Environment:** The work environment variable's Cronbach's Alpha coefficient of .811, which denotes a high degree of internal consistency among the work environment-related items, is displayed.

**Team Building:** With a Cronbach's Alpha value of .823, the team building variable shows that there is a high degree of internal consistency across the team building-related elements.

**Career Development:** The Cronbach's Alpha coefficient for the career development variable is .778, indicating a reasonable degree of internal consistency among the career development-related items.

**Quality of Work Life:** The Cronbach's Alpha coefficient for the quality of work life variable is .843, suggesting that there is a high degree of internal consistency among the work life quality-related items.

Employees' Retention: With a high Cronbach's Alpha coefficient of .907, the workers' retention variable indicates great internal consistency across the elements relevant to employees' retention. The measurement scales that are utilized to evaluate each variable have been shown to be consistent and reliable based on these reliability statistics. Higher internal consistency between the items inside a variable is typically indicated by higher Cronbach's Alpha coefficients.

#### Coefficient of Correlation (r)

A statistical tool for examining the link between two variables is correlation analysis, which includes a number of methodologies and approaches for determining the strength of the association between the two variables. Understanding the strength and direction of the link between the two variables under investigation is made possible by correlation analysis. It does not, however, consider the cause-and-effect relationship between the variables.

#### Regression Analysis

To investigate several hypotheses on the beneficial link between HR practices and employee satisfaction in Nepalese commercial banks, the following econometrics model is used. Performance reviews, rewards, promotions, training and development, and recognition are the stand-ins for HR procedures. Employee retention is a dependent variable, while job qualities, work environment, team building, career growth, and quality of work life are independent factors.

$$ER = \beta_0 + \beta_1JA + \beta_2WE + \beta_3TB + \beta_4RG + \beta_5P + \beta_6QWL + \varepsilon$$

Where,

$\beta_0$  = Intercept of the dependent variable

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$  = Coefficient of the variables

ER = Employees' retention

JA = Job Attributes

WE = Work Environment

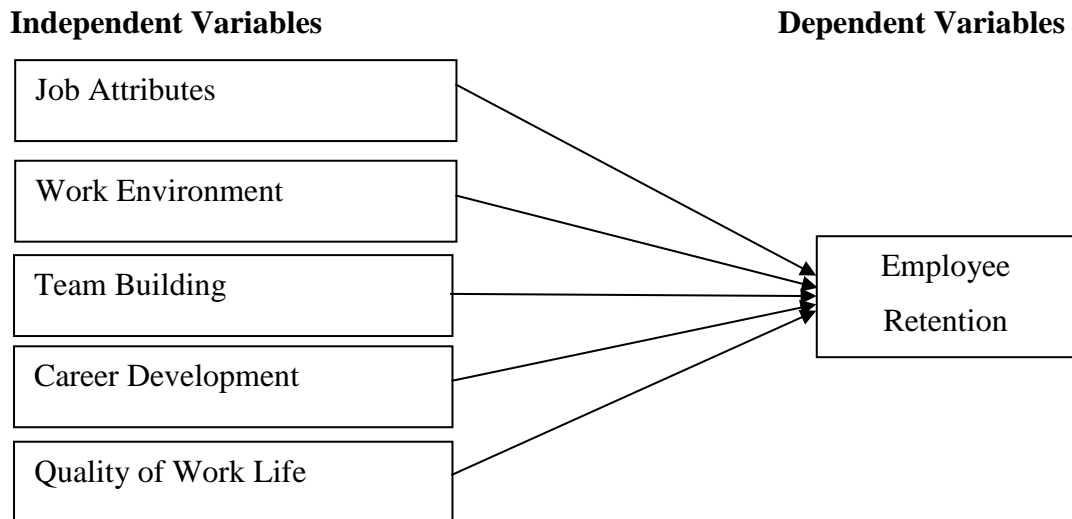
TB = Team Building

CD = Career Development

QWL = Quality of Work Life

E = Error term

### 3.7 Research Framework and Definition of Variables



Source: Alkandi et al. (2023) and Akhtar et al. (2016)

**Figure 1:** *Research Framework*

#### Definition of Variables

##### Job Attributes

The qualities and aspects of a job that affect how a person feels about and experiences their work are referred to as job attributes. These characteristics include things like pay, development potential, employment stability, and job happiness. They have a significant impact on how employees behave and think at work (Diamantidis et al., 2019).

##### Work Environment

The physical, social, and psychological settings in which workers carry out their duties are referred to as the work environment. It includes things like the actual workspace, company culture, connections with superiors and coworkers, and internal regulations and procedures. According to Sabir and Qureshi (2018), a supportive workplace environment fosters worker engagement, job satisfaction, and well-being.

##### Team Building

Activities and projects aimed at improving teamwork, cohesiveness, and communication are referred to as team building. Enhancing collaboration, trust, and team dynamics are the goals of these exercises. Positive relationships are cultivated, teamwork is reinforced, and overall team performance is improved via effective team building (Salas et al., 2016).

**Career Development**

The process of gaining and improving experiences, information, and abilities to support a person's professional success is known as career development. It entails chances for education, instruction, coaching, and internal advancements. The objective of career development efforts is to promote long-term employee engagement, advancement, and pleasure inside the business (Mikkelsen & Poulsen, 2018).

**Quality of Work Life**

The general well-being and contentment that employees feel in their workplace is referred to as quality of work life. It includes elements like job security, perks for employees, work-life balance, working conditions, and general workplace culture. Employee engagement, productivity, and retention are all impacted by a great quality of work life (Lal & Dwivedi, 2017).

**Measures**

The surveys cover the particular situation of Nepalese commercial banking firms, with references to Ijigu (2015). Retention of workers is a dependent variable, whereas work-life balance, performance evaluation, training and development, reward, recognition, and promotion are independent factors. Every variable has five identical items that are each rated on a 5-point Likert scale from 1 for strongly disagreeing to 5 for strongly agreeing. Five-point Likert scale questions are posed to the 190 responders.

1= Strongly disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly agree

## **CHAPTER IV**

### **RESULTS AND DISCUSSION**

#### **4.1 Results**

Based on primary data, this study primarily examines the qualitative components of staff retention in Nepal's commercial banks. A major component of this section is the examination and display of the original data that was collected through a questionnaire survey that was given to staff members of different commercial banks in Nepal. The purpose of the questionnaire survey was to get respondents' opinions on the variables affecting employee retention. The questionnaire is divided into parts for personal information, yes/no questions, closed-ended multiple-choice questions, and items with a five-point Likert scale. Calculations of percentage, frequency, and mean values were made to aid in appropriate data analysis.

##### **4.1.1 Frequency Analysis**

Gender, age, marital status, education, employment position, and work experience are examples of moderating variables that might be examined. Organizations may learn more about the variables that impact employee retention by looking at the frequency of answers for each variable. These patterns and trends can assist determine which elements are most crucial in deciding employee retention.

The research study's conclusions about the participants' gender distribution are shown in table 4. 89 individuals (46.8%) were recognized as female, and 101 persons (53.2%) as male, out of a total of 190 individuals. These figures show that there was a minor skewedness in the research sample, with a greater percentage of male participants.

However, looks at the distribution of marital status. It demonstrates that 102 (53.7%) of the same 190 people were married, whereas 88 (46.3%) were single. The majority of participants were married, as indicated by the table, which gives an overview of the demographics related to marital status within the study sample.

**Table 4***Distribution by Gender*

Gender	Frequency	Percent
Male	101	53.2
Female	89	46.8
Total	190	100.0
Marital Status		
Married	102	53.7
Unmarried	88	46.3
Total	190	100.0
Age Category		
Below 20	14	7.4
21-30	118	62.1
31-40	45	23.7
Above 40	13	6.8
Total	190	100.0
Education Status		
School Level	64	33.7
Ungraduated	126	66.3
Total	190	100.0
Job Position		
Assistant Level	118	62.1
Officer Level	49	25.8
Manager	23	12.1
Total	190	100.0
Work Experience		
0-4 Years	107	56.3
5-8	59	31.1
Above 8	24	12.6
Total	190	100.0

Analogous are the results of a study that examined how participants were distributed throughout various age groups. Among the 190 participants, 14 (7.4%) were under 20, 118 (62.1%) were between the ages of 21 and 30, 45 (23.7%) were between the ages of 31 and 40, and 13 (6.8%) were over 40. The study's age demographics are succinctly summarized in the table, which shows that most participants were between the ages of 21 and 30. Researchers and readers alike can make sense of the age distribution of the participant population thanks to this information.

Similarly, the results of a study that looked at participant distribution according to educational attainment. Of the 190 total, 64 (33.7%) were classed as "School Level,"

meaning that they were either enrolled in school or had finished their schooling to that point, and 126 (66.3%) were classified as "Ungraduated," meaning that they had not earned a bachelor's degree or above. The table presents a succinct overview of the study's education status demographics, emphasizing a greater percentage of participants falling into the "Ungraduated" group.

Furthermore, of the 190 participants, the majority (62.1%) held Assistant Level employment, with 118 frequency points. Forty-nine people, or 25.8% of the total, were classified as Officer Level. Of the sample, 23 participants held managerial roles, accounting for 12.1% of the total. The study's employment position demographics are succinctly summarized in the table, which also shows that there were more participants at the assistant level.

Ultimately, the results show that 107 people (56.3%) out of 190 participants had job experience ranging from 0 to 4 years. A further 59 individuals (31.1%) had five to eight years of job experience, while 24 individuals (12.6%) had more than eight years of work experience. The table provides a succinct overview of the study's work experience demographics, showing that most participants had between 0 and 4 years of experience.

#### **4.1.2 Descriptive Analysis**

Descriptive statistical methods including mean, standard deviation, and weighted average mean for all variables have been covered in this phase of the investigation. To achieve the study's goal, all 180 respondents' opinions about the factors have been compiled into a table and debated. The retention rate of employees across various items, which is the dependent variable, has been tabulated and analyzed using statistical tools like mean, standard deviation, range, minimum, and maximum values for the items. The independent variables include job attributes, working environment, team building, career development, quality of work life, and employee retention.

#### **Job Attributes**

The job qualities' descriptive statistic is displayed in Table 5. The statement is assessed using five Likert scales and is based on work qualities. 1 denotes strong disagreement, 2 disagreement, 3 neutrality, 4 agreement, and 5 strong agreement.

**Table 5***Descriptive Statistic for Job Attributes*

Job Attributes Items	Mean	SD
The job offers opportunities for professional growth and advancement.	2.86	1.166
The job provides challenging and meaningful tasks.	2.95	1.063
The job offers a competitive salary and benefits package.	3.55	1.343
The job provides a supportive and collaborative work environment.	2.94	1.165
The job aligns with the employee's skills and interests.	2.95	1.126
Weighted average mean and SD	3.05	1.17

A thorough study of respondents' opinions of various work qualities is given in table 5. The averages and standard deviations (SD) of each characteristic are used to measure it, providing a thorough grasp of the participants' viewpoints. Analysis of the first quality, "The job offers opportunities for professional growth and advancement," reveals an average moderate degree of agreement with a mean score of 2.86. The comparatively high SD of 1.166, however, denotes a considerable degree of response variability, indicating a range of participant viewpoints.

For the second feature, "The job provides challenging and meaningful tasks," a similar moderate degree of agreement is shown by the mean score of 2.95. In contrast to the preceding characteristic, the smaller SD of 1.063 indicates higher consistency in replies.

The average mean score for the third feature, "The job offers a competitive salary and benefits package," was 3.55, which is higher than the previous average. A broader range of replies is shown by the bigger SD of 1.343, as some participants expressed strong agreement and others held opposing opinions. Similar to the first item, the fourth quality, "The job provides a supportive and collaborative work environment," had a mean score of 2.94, which indicates a moderate level of agreement. The significant diversity, as indicated by the SD of 1.165, highlights the differences in individuals' viewpoints.

Lastly, a mean score of 2.95 was assigned to the fifth criterion, "The job aligns with the employee's skills and interests," indicating once more a moderate level of agreement. The lower standard deviation of 1.126 signifies comparatively lower variability in contrast to the first and fourth qualities. Overall, the table offers a thorough and in-

depth summary of respondents' opinions, giving businesses and academics important new information on the advantages and disadvantages of certain job characteristics.

### **Working Environment**

The working environment's descriptive statistics are displayed in Table 6. The statement is measured using five Likert scales and is dependent on the working environment. 1 denotes strong disagreement, 2 disagreement, 3 neutrality, 4 agreement, and 5 strong agreement.

**Table 6**

*Descriptive Statistic for Working Environment*

Items of working environment	Mean	SD
The organization has effective leadership that inspires and motivates employees.	3.02	1.074
The organization promotes a culture of diversity and inclusion.	3.06	1.171
The organization encourages open and transparent communication among employees.	3.45	1.279
The organization values work-life balance and promotes employee well-being.	3.29	1.266
The organization provides opportunities for employee participation and involvement in decision-making.	3.54	1.224
Weighted average mean and SD	3.27	1.20

The descriptive statistics for the different elements of the workplace are shown in Table 6. The standard deviation (SD) and mean are used to measure each item. With an average mean score of 3.02, the first item, "The organization has effective leadership that inspires and motivates employees," indicates a moderate level of agreement. The answer variability is indicated by the SD of 1.074, indicating that participants had a range of perspectives.

Regarding the second item, "The organization promotes a culture of diversity and inclusion," the standard deviation of 1.171 indicates answer variety, while the mean score of 3.06 indicates a comparable moderate degree of agreement.

With a higher mean of 3.45, the third item, "The organization encourages open and transparent communication among employees," indicates more overall agreement. A greater range of answers is shown by the higher SD of 1.279.

A mean score of 3.29 was assigned to the fourth question, "The organization values work-life balance and promotes employee well-being," suggesting a moderate level of agreement. The SD of 1.266 indicates that replies were not uniform.

Finally, the average mean score for the fifth question, "The organization provides opportunities for employee participation and involvement in decision-making," is 3.54, suggesting a higher degree of agreement. A degree of response variability is shown by the SD of 1.224.

With a mean score of 3.27 and an SD of 1.20, the weighted average mean and SD offer an overall metric that shows that, generally speaking, people have a good perception of their working environment.

### **Team Building**

The descriptive statistics for team building are shown in this table (Table 7), which is important since it helps team members work together and create synergy. The information displayed in this table is the summary of replies from participants who used a Likert scale to express their input.

The rating choices on this scale, which go from 1 (strongly disagree) to 5 (strongly agree), allow participants to indicate how much they agree or disagree with each team-building statement.

One may learn a great deal about the opinions and experiences of the team members by looking at the mean and standard deviation figures linked to each item. These figures give insight on the general efficacy of team dynamics and cooperation by providing a quantitative assessment of the degree of agreement or disagreement over key components of team development.

**Table 7***Descriptive Statistic for Team Building*

Items of team building	Mean	SD
The team engages in regular social activities to foster camaraderie and teamwork.	2.76	1.187
The team promotes effective communication and collaboration among members.	2.86	1.166
The team encourages mutual support and respect among colleagues.	3.42	1.239
The team provides opportunities for skill development and learning together.	3.42	1.330
The team recognizes and rewards individual and collective achievements.	3.29	1.228
Weighted average mean and SD	3.15	1.23

The descriptive data for the several facets of team formation are shown in Table 7. The standard deviation (SD) and mean of each item are used to evaluate it. The average mean score for the first question, "The team engages in regular social activities to foster camaraderie and teamwork," is 2.76, which indicates a modest level of agreement. The SD of 1.187 indicates some answer variability, indicating a range of viewpoints among the team members.

The second item has a mean score of 2.86, which indicates a comparable moderate degree of agreement. It says, "The team promotes effective communication and collaboration among members." The 1.166 standard deviation indicates some degree of response variability. With a higher mean of 3.42, the third item, "The team encourages mutual support and respect among colleagues," indicates more agreement overall. A broader range of answers is implied by the higher SD of 1.239.

There is a moderate level of agreement with the fourth item, "The team provides opportunities for skill development and learning together," as indicated by the shared mean score of 3.42. On the other hand, compared to the prior item, the bigger SD of 1.330 indicates greater variability in replies. Last but not least, there is a considerable degree of agreement with the fifth item, "The team recognizes and rewards individual and collective achievements," which gets a mean score of 3.29. A degree of response

variability is shown by the SD of 1.228. With a mean score of 3.15 and an SD of 1.23, the weighted average mean and SD offer an overall metric that shows that, generally speaking, the team building characteristics are evaluated positively.

### **Career Development**

The career development descriptive statistic is displayed in Table 8. The statement, which is tested using five Likert scales, is centered on professional advancement. 1 denotes strong disagreement, 2 disagreement, 3 neutrality, 4 agreement, and 5 strong agreement.

**Table 8**

*Descriptive Statistic for Career Development*

Items of career development	Mean	SD
The organization conducts fair and regular performance appraisals to assess employees' progress.	3.36	1.259
The organization provides training and development programs to enhance employees' skills.	3.29	1.153
The organization offers opportunities for career advancement and promotions.	3.07	1.124
The organization supports employees' professional goals and aspirations.	3.39	1.233
The organization provides mentoring or coaching programs to support employees' career growth.	3.03	1.122
Weighted average mean and SD	3.23	1.18

The descriptive statistics for the many facets of career development inside a business are shown in Table 8. The standard deviation (SD) and mean are used to measure each item. Average agreement is modest for the first item, "The organization conducts fair and regular performance appraisals to assess employees' progress," with a mean score of 3.36. The SD of 1.259 indicates some answer variability, indicating a range of viewpoints among the staff.

There is a comparable moderate degree of agreement with the second question, "The organization provides training and development programs to enhance employees' skills," as indicated by the mean score of 3.29. In comparison to the first item, the SD

of 1.153 indicates comparatively less diversity in replies. The average mean score for the third question, "The organization offers opportunities for career advancement and promotions," was 3.07, suggesting a somewhat lower degree of agreement. The SD of 1.124 indicates a comparatively lower degree of response variability. There is a considerable degree of agreement with the fourth question, "The organization supports employees' professional goals and aspirations," as indicated by the mean score of 3.39. A degree of response variability is shown by the SD of 1.233. Finally, with a mean score of 3.03, the fifth item, "The organization provides mentoring or coaching programs to support employees' career growth," indicates a modest degree of agreement. The SD of 1.122 indicates that answer variability was comparatively lower than it was for the first and fourth items. With a mean score of 3.23 and an SD of 1.18, the weighted average mean and SD offer an overall metric that shows that, generally speaking, the organization's career development features are evaluated positively.

### **Quality of Work Life**

The career development descriptive statistic is displayed in Table 9. The statement, which is tested using five Likert scales, is centered on professional advancement. 1 denotes strong disagreement, 2 disagreement, 3 neutrality, 4 agreement, and 5 strong agreement.

**Table 9**

*Descriptive Statistic for Quality of Work Life*

Items of quality of work life	Mean	SD
The organization offers flexible work arrangements that accommodate employees' personal needs.	3.52	1.413
The organization provides a safe and healthy work environment.	2.79	1.176
The organization offers attractive fringe benefits such as health insurance and retirement plans.	2.95	1.126
The organization promotes work-life balance by encouraging time off and vacation.	3.51	1.304
The organization fosters a positive and inclusive work culture that values employee well-being.	3.61	1.344
Weighted average mean and SD	3.28	1.27

The descriptive statistics for the various elements of an organization's work-life quality are shown in Table 9. The standard deviation (SD) and mean are used to evaluate each item.

The first item, "The organization offers flexible work arrangements that accommodate employees' personal needs," had an average mean score of 3.52, which suggests a higher degree of agreement than the other items. The SD of 1.413 indicates a broad range of answers, indicating a diversity of viewpoints among the staff.

With a mean score of 2.79 for the second question, "The organization provides a safe and healthy work environment," there is a modest degree of agreement. A degree of response variability is shown by the SD of 1.176. A mean score of 2.95 was obtained for the third question, "The organization offers attractive fringe benefits such as health insurance and retirement plans," suggesting a moderate level of agreement. In comparison to the first item, the SD of 1.126 indicates comparatively less diversity in replies.

With a mean score of 3.51, the fourth item "The organization promotes work-life balance by encouraging time off and vacation "shows a comparatively greater degree of agreement. A broader range of answers is implied by the higher SD of 1.304. The fifth item, "The organization fosters a positive and inclusive work culture that values employee well-being," gets the highest average mean score of any of the items 3.61, meaning that employees are generally more in agreement.

A wide variety of responses is shown by the SD of 1.344. With a mean score of 3.28 and an SD of 1.27, the weighted average mean and SD offer an overall metric that shows that, generally speaking, employees' perceptions of the organization's work life quality are favorable.

### **Employees' Retention**

The employee retention descriptive data is displayed in Table 10. The statement is tested using five Likert scales and is dependent on staff retention. 1 denotes strong disagreement, 2 disagreement, 3 neutrality, 4 agreement, and 5 strong agreement.

**Table 10***Descriptive Statistic for Employees' Retention*

Items of employees' retention	Mean	SD
I intend to stay with the organization for the foreseeable future.	3.03	1.199
I feel a strong sense of loyalty towards the organization.	2.89	1.085
I am satisfied with my current job and have no plans to leave.	2.99	1.067
I would recommend the organization as a great place to work to others.	3.02	1.074
I feel valued and appreciated by the organization, which encourages me to stay.	3.24	1.114
Weighted average mean and SD	3.03	1.11

The descriptive data pertaining to several aspects of workers' retention inside the business are displayed in Table 10. The standard deviation (SD) and mean are used to analyze each item. The average mean score for the first question, "I intend to stay with the organization for the foreseeable future," is 3.03, which suggests a modest level of agreement. The SD = 1.199 indicates some answer variability, indicating a range of objectives among staff members. The mean score for the second item, "I feel a strong sense of loyalty towards the organization," is 2.89, which suggests a little lower average degree of agreement. In comparison to the first item, the SD of 1.085 indicates comparatively less diversity in replies.

A mean score of 2.99 was obtained for the third question, "I am satisfied with my current job and have no plans to leave," suggesting a moderate level of agreement. The SD of 1.067 indicates a comparatively lower degree of response variability. The mean score of 3.02 on the fourth item, "I would recommend the organization as a great place to work to others," indicates a modest level of agreement. The standard deviation of 1.074 indicates a lower degree of answer variability when compared to the first and third items.

The fifth item, "I feel valued and appreciated by the organization, which encourages me to stay," gets the highest average mean score of all of the items 3.24. A degree of response variability is shown by the SD of 1.114. With a mean score of 3.03 and an SD of 1.11, the weighted average mean and SD offer an overall metric that shows that, generally speaking, characteristics connected to employee retention are somewhat favorable.

**Table 11***Overall Descriptive Analysis*

Variables	Observations	Weighted Mean	Weighted Std. Deviation
Job Attributes	190	3.05	.91
Work Environment	190	3.27	.92
Team Building	190	3.15	1.01
Career Development	190	3.22	.95
Quality of Work Life	190	3.27	1.02
Employees' Retention	190	3.03	.76

The data analysis results for the study's major factors pertaining to staff retention in Nepalese commercial banks are shown in Table 11. The information comprises the weighted mean and weighted standard deviation for every variable, together with the quantity of observations (190 respondents).

The weighted mean of the respondents' ratings of their satisfaction with work qualities was 3.05. There appears to be some variety in the replies, as indicated by the weighted standard deviation of 0.91, which suggests that employees' satisfaction levels with job aspects vary. The degree of satisfaction is average overall.

With a weighted mean of 3.27, the respondents expressed greater levels of satisfaction with the workplace. Although there is considerable variation in the replies, as indicated by the weighted standard deviation of 0.92, the general satisfaction level is still seen as moderate to somewhat positive.

The weighted mean of 3.15 indicates that employees' satisfaction with team building exercises was modest. When compared to the preceding variables, the weighted standard deviation of 1.01 indicates that there is greater variety in the replies.

With a weighted mean of 3.22, the respondents' degree of satisfaction with professional growth chances was comparatively greater. Although there is significant fluctuation in the replies, the weighted standard deviation of 0.95 still falls within the moderate range of pleasure.

With a weighted mean of 3.27, the participants expressed a similar degree of satisfaction with the quality of their work lives. The replies exhibit some diversity, as indicated by the weighted standard deviation of 1.02, indicating that there is some variation among employees' assessments of the quality of their work life.

A weighted mean of 3.03 was assigned to the employee retention variable, suggesting a modest degree of staff retention. In comparison to the other variables, the weighted standard deviation of 0.76 indicates that there is comparatively less variety in the responses for this one.

The results indicate that, on the whole, workers in Nepalese commercial banks show a moderate degree of satisfaction with several elements of their occupations, work environment, possibilities for team building, career growth, and quality of work life. The assumption that the factors examined in this study may have an impact on workers' decisions to remain with their individual banks is further supported by the moderate degree of employee retention. To further improve staff satisfaction and retention in the banking industry, it is crucial to satisfy individual requirements and preferences, as seen by the variety in replies for various criteria.

#### **4.1.3 Correlation Analysis**

Bivariate Pearson's correlation analysis is used in the study to look at the link between several variables. Employee retention is the dependent variable, while the independent factors include job qualities, working environment, team building, career growth, and quality of work life. The statistical metric Pearson's correlation coefficient, which ranges from -1 to +1, is used to calculate the direction and strength of a linear association between two variables. A total positive correlation is represented by a coefficient of 1, a whole negative correlation by a coefficient of -1, and no connection is shown by a value of 0.

In order to determine the direction and degree of links between variables, the Pearson's correlation coefficient is frequently used in research. When two variables are positively correlated, it means that when one grows, the other does too; conversely, when two variables are negatively correlated, it means that when one increases, the other one falls.

The correlation's strength is commonly stated as a value between -1 and +1 and can vary from weak (near 0) to high (near -1 or 1).

The strength and direction of the relationship between the dependent variable (employee retention) and the independent variables (job attributes, working environment, team building, career development, and quality of work life) will be ascertained by using the Pearson's correlation coefficient in this study. It will also assist in pinpointing the independent variable that has the highest correlation with employee retention.

**Table 12**

*Correlation Analysis*

Variables	Job attributes	Work environment	Team building	Career development	Quality of work life	Employees' retention
Job attributes	1					
Work environment	.763**	1				
Team building	.840**	.828**	1			
Career development	.733**	.800**	.810**	1		
Quality of work life	.869**	.811**	.848**	.831**	1	
Employees' retention	.633**	.656**	.618**	.596**	.623**	1

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

The significant and positive association between job qualities and employee retention is indicated by the positive correlation value of 0.633. The strong correlation at the 0.01 level indicates that job qualities are a major factor in determining whether or not employees decide to stay with the company, indicating that this relationship is unlikely to have developed by accident. These results emphasize how crucial it is to take into account and improve job qualities as part of efforts meant to increase employee retention rates.

Likewise, a high and positive association between employee retention and the caliber of the work environment is indicated by the positive correlation value of 0.656. The correlation's significance at the 0.01 level suggests that there is little possibility that this link happened by accident. It offers solid proof that an employee's decision to stay with a company is greatly influenced by the caliber of their work environment. These results highlight how crucial it is to establish and maintain a positive work environment as part of organizational measures meant to increase retention rates.

Similarly, a high and positive association between team development and employee retention is shown by the positive correlation value of 0.618. It is evident from the substantial association at the 0.01 level that there is little probability that this link happened by accident. It offers compelling proof that team-building activities have a big influence on workers' decisions to stay with the company. These results highlight how crucial it is to support team building activities and create a good work atmosphere as part of organizational measures meant to increase employee retention rates.

Furthermore, a significant and positive association between career development and employee retention is indicated by the positive correlation value of 0.596. This correlation's significance at the 0.01 level indicates that it is very improbable that this link happened by accident. It offers solid proof that career development programs have a big impact on workers' decisions to stay with the company. These results highlight how crucial it is to give career development opportunities and programs top priority when developing organizational strategies to increase employee retention rates.

Ultimately, a substantial and positive association between the quality of work life and employee retention is shown by the positive correlation value of 0.623. It is highlighted by the correlation's significance at the 0.01 level that there is little likelihood that this link happened by accident. It offers solid proof that an employee's decision to remain with an organization is greatly influenced by the quality of their work life. These results emphasize how crucial it is to maintain and improve a good quality of work life as part of organizational policies meant to increase retention rates.

#### **4.1.4 Regression Analysis**

To investigate the cause and effect connection between and among the variables, multiple regression analysis has been included. Performance reviews, rewards,

promotions, training and development, and recognition are the stand-ins for HR procedures. Employee retention is a dependent variable, whereas job qualities, the workplace culture, teamwork, career growth, and the quality of work life are independent factors.

**Table 13**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.68	.475	.461	.55675

Predictors: (Constant), Job Attributes, Work Environment, Team Building, Career Development, and Quality of Work Life

With an R-Square value of 0.475, the independent variables in the model together account for 47.5% of the variation in employee retention that has been observed. This indicates that the overall impact of job qualities, work environment, team building, career development, and quality of work life accounts for around 47.5% of the changes in employee retention.

The average difference between the actual values of employee retention and the expected values from the regression model is represented by the Std. Error of the Estimate, which has a value of 55675. A better fit between the model and the data is shown by a lower value of the standard error of the estimate.

**Table 14**

*Analysis of Variance*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	51.656	5	10.331	33.329	.000
Residual	57.035	184	.310		
Total	108.691	189			

Dependent Variable: Employees' Retention

Predictors: (Constant), Job Attributes, Work Environment, Team Building, Career Development, and Quality of Work Life

The regression model's overall significance is indicated by the F-value of 33.329. The model is statistically significant with a p-value of 0.000, suggesting that at least one of the independent variables significantly affects employees' retention. These results

imply that the model's other components, in addition to the work environment and job qualities, have a major influence on employee retention. To fully comprehend the precise roles that each element plays in determining employees' retention, more investigation and interpretation of the individual coefficients for each independent variable are necessary.

**Table 15**

*Coefficient Analysis*

		Unstandardized Coefficients		
Model		B	t	Sig.
1	(Constant)	1.084	6.788	0.000
	Job attributes	0.237	2.394	0.018
	Work environment	0.292	3.315	0.001
	Team building	0.003	0.036	0.971
	Career development	0.077	0.894	0.372
	Quality of work life	0.005	0.045	0.964

Dependent Variable: Employees' Retention

Employee retention =  $\beta_0$  + Job characteristics (.237) + Work environment (.292) + Team building (.003) + Career development (.077) + Quality of work life (.005) +  $\epsilon$  is the multiple regression analysis model.

With all other factors held constant, a one-unit increase in job characteristics is correlated with a 0.237-unit rise in employee retention, according to the correlation of 0.237. Assuming a two-tailed test, the t-value of 2.394 indicates that this coefficient is statistically significant at the 0.05 level since the corresponding p-value of 0.018 is less than 0.05. As a result, job characteristics significantly improve employee retention.

Likewise, the work environment exhibits a favorable correlation with employee retention, with a value of 0.292. Employee retention increases by 0.292 units for every unit improvement in work environment. Employee retention is significantly impacted positively by the work environment, as evidenced by the t-value of 3.315 and the substantial p-value of 0.001.

Similarly, team building has a coefficient of 0.003, indicating that it has little effect on staff retention. It is evident from the high p-value of 0.971 and the t-value of 0.036 that

team building has no statistically significant effect on employee retention. Put otherwise, this data shows that team development has no discernible effect on employee retention.

Furthermore, a marginally positive correlation between career advancement and employee retention is indicated by the coefficient of 0.077. Nevertheless, professional development is not statistically significant in this study, with a t-value of 0.894 and a p-value of 0.372. Based on the factors in the model, it appears that career development has no discernible effect on employees' retention.

In the end, the quality of work life coefficient is 0.005, which suggests that it has little effect on employee retention. It seems from the high p-value of 0.964 and the t-value of 0.045 that the quality of work life has no statistically significant effect on employee retention. Thus, there is no discernible relationship between employee retention and work life quality based on the factors in the model.

Regression research indicates that, overall, job characteristics and work environment have a favorable and substantial impact on employees' retention, but team building, career advancement, and quality of work life have no discernible effects. These results underline how crucial it is to give top priority to job characteristics and cultivate a happy workplace in order to increase employee retention.

#### **4.1.5 Hypotheses Test**

The alternative hypotheses have been explored in light of the regression analysis's conclusions on the effects of various factors on employees' retention.

H1: There is significant impact of job attributes on employees' retention.

H1: The data supports the idea that job qualities have a major influence on employees' retention. The statistical significance of the coefficient for job attributes (t-value = 2.394, p-value = 0.018) suggests that job qualities have a notable positive effect on workers' retention inside the business.

H2: There is significant impact of work environment on employees' retention.

H2: The data also lends credence to the concept that the work environment has a major influence on employee retention. An enhanced work environment has a strong

beneficial influence on employee retention, as indicated by the statistically significant coefficient for work environment (t-value = 3.315, p-value = 0.001).

H3: There is significant impact team building on employees' retention.

H3: The data, however, does not support the claim that team development has a major effect on staff retention. Team building activities do not appear to have a substantial impact on employee retention, as indicated by the coefficient for team building, which is not statistically significant (t-value = 0.036, p-value = 0.971).

H4: There is significant impact of career development on employees' retention.

H4: In a similar vein, there is little evidence to support the claim that career advancement has a major influence on employee retention. Career development does not appear to have a substantial effect on employee retention, as indicated by the non-statistically significant coefficient (t-value = 0.894, p-value = 0.372).

H5: There is significant impact of quality of work life on employees' retention.

H5: Furthermore, the data does not support the claim that the quality of work life has a major influence on employee retention. The coefficient for work-life quality does not show statistical significance (t-value = 0.045, p-value = 0.964), suggesting that work-life quality has no discernible effect on employee retention.

**Table 16**

*Summary of Hypotheses Test*

Alternative Hypotheses	Remarks
H1: There is significant impact of job attributes on employees' retention.	Accepted
H2: There is significant impact of work environment on employees' retention.	Accepted
H3: There is significant impact team building on employees' retention.	Rejected
H4: There is significant impact of career development on employees' retention.	Rejected
H5: There is significant impact of quality of work life on employees' retention.	Rejected

In conclusion, the regression analysis demonstrates that the work environment and job qualities have a major influence on employee retention. However, this specific investigation does not show that team building, career advancement, or quality of work life have a substantial impact on employee retention.

## **4.2 Discussion**

The study's conclusions show a substantial and favorable correlation between a number of variables and workers' retention in Nepalese commercial banks. These results further validate the significance of these factors in impacting retention rates, since they are consistent with and lend support to earlier studies done in comparable circumstances.

The relevance of work traits in employees' decision to stay with a business is shown by the positive association found between retention and job attributes. The study's conclusions are in line with other research in the Taiwanese banking industry by Yukongdi and Shrestha (2020), Devkota et al. (2023), and Yukongdi and Shrestha (2020), which likewise showed a favorable correlation between job qualities and employee retention. The concept that work qualities, such chances for advancement, difficult duties, and competitive pay, are critical in keeping personnel in the banking industry is strengthened by this consistency across research.

Likewise, prior research backs up the study's conclusions about the connection between retention and work environment quality. at a research done at commercial banks, Li et al. (2022), Pokhrel (2016), and Pant (2014) discovered a favorable correlation between staff retention and the work environment. This supports the findings of the current study and highlights the significance of elements like transparent communication, strong leadership, and a positive work environment in promoting employee retention.

The findings of studies conducted in the banking industry by Wyrwa and Jerzy (2020), Lee, Robertson and Kim (2019), and Raziq and Maulabakhsh (2015) are consistent with the favorable link between team building activities and retention. Prior studies have indicated that staff retention might be positively improved by team building activities. The results of this study confirm that, in the context of Nepalese commercial banks, team building activities that promote social engagement, effective communication, and skill development lead to greater retention rates.

Furthermore, the study's conclusions about the connection between career growth and retention are consistent with earlier studies conducted in this field. A research in the banking industry by Ismail et al. (2014) and Khan et al. (2013) found a favorable correlation between career advancement and employee retention. This is consistent with the results of the current study, which highlight the value of training efforts, chances for development, performance reviews, and mentoring/coaching programs in raising staff retention in Nepalese commercial banks.

Additionally, previous research highlighting the importance of work-life balance, corporate culture, and employee well-being in affecting retention rates is supported by the positive link between retention and quality of work life. In a study on the banking industry, Vuori and Okkonen (2012) and Mallikaarjun (2012) discovered a favorable correlation between work-life balance and employee retention. The present investigation's outcomes bolster the comprehension that variables including adaptable work schedules, a favorable work environment, and programs that enhance worker welfare are responsible for increased staff retention in Nepalese commercial banks.

To sum up, the results obtained from this investigation are consistent with other studies carried out in comparable settings and offer further backing for them. The relevance of job characteristics, work environment, team building, career growth, and quality of work life in influencing workers' decisions to stay with businesses is highlighted by the consistency across research. The creation of successful initiatives targeted at raising staff retention rates in Nepalese commercial banks would be impacted by these findings in a practical sense.

## CHAPTER V

### SUMMARY AND CONCLUSION

#### 5.1 Summary

The factors that affect workers' retention in Nepalese commercial banks are the subject of this specific study. As independent factors, the determinates are seen to be the job qualities, work environment, team building, career development, and quality of work life; as dependent variables, they are thought to be employee retention. Examining the factors that affect workers' retention in Nepalese commercial banks is the study's primary goal. The whole basis of the study is primary data that was gathered via Google surveys and processed using SPSS software for data interpretation and analysis. Descriptive and causal comparative research designs were used in the construction of the study. For this study, 190 respondents that is, workers of Nepalese commercial banks were conveniently chosen in order to receive responses. Both descriptive and inferential statistical methods have been used in data analysis to get the intended outcomes. In order to answer specific research questions and accomplish the research objective, inferential statistical tools primarily correlation, regression, and hypothesis testing have been incorporated, while descriptive statistical tools primarily mean, standard deviation, and frequency analysis have been included.

To sum up, there is a moderate degree of contentment among employees in Nepalese commercial banks about their job qualities, work environment, team building exercises, career advancement opportunities, and overall quality of work life. They convey satisfaction with having chances to advance their careers, taking on difficult assignments, receiving competitive pay and benefits, working in a positive atmosphere, and having their abilities and interests matched. The general perception of the workplace is quite good, with satisfaction levels being somewhat high for work-life balance, inclusive work culture, diversity and inclusion, and effective leadership. Additionally, employees' satisfaction levels with team-building exercises that focus on social interaction, communication, support, skill development, and recognition are only moderate. Employee satisfaction with professional support, mentorship programs, training, career progression, and performance reviews is mediocre when it comes to

career development. Flexibility, safety, perks, work-life balance, and a good culture are all considered to be part of the somewhat favorable work-life quality view.

Further study is necessary since it is unknown how these characteristics specifically affect staff retention in Nepalese commercial banks. However, a number of overarching concepts may be recognized. Raising retention rates may be achieved by improving job characteristics, work environment, career growth, and quality of work life. Opportunities for professional development, demanding and fulfilling work, competitive pay and benefits, a positive work atmosphere, and alignment with employees' interests and talents are all necessary for improving job qualities. In a similar vein, cultivating a productive workplace involves encouraging strong leadership, inclusivity and diversity, honest communication, work-life balance, and a positive workplace culture.

Additionally, a big part of keeping employees on board is promoting team-building activities including social interaction, clear communication, mutual support, chances for skill development, and accomplishment acknowledgment. Employee retention is greatly aided by career development programs, which include fair performance reviews, training chances, possibilities for career promotion, professional assistance, and mentoring/coaching programs. Furthermore, work-life balance, appealing fringe benefits, a safe and healthy workplace, flexible work schedules, and a great workplace culture that prioritizes employee well-being may all have a beneficial influence on retention. Job characteristics, the workplace culture, and elements of professional growth and work-life balance are expected to have a big impact on staff retention in Nepalese commercial banks. On the other hand, team-building exercises might not have a big effect on retention. More investigation is necessary to fully comprehend how staff members at Nepalese commercial banks see retention.

## **5.2 Conclusion**

To sum up, workers at Nepalese commercial banks are only moderately satisfied with the following aspects of their jobs: chances for career advancement, difficult assignments, good pay and benefits, a friendly workplace, and a fit between their interests and abilities. The general perception of the workplace is quite good, with satisfaction levels being somewhat high for work-life balance, inclusive work culture,

diversity and inclusion, and effective leadership. Additionally, workers show a mediocre level of satisfaction with team-building exercises that focus on social interaction, communication, support, skill development, and recognition. Employee satisfaction with performance reviews, training, career progression, professional assistance, and mentorship programs is mediocre in terms of career growth. Flexibility, safety, perks, work-life balance, and a good culture are all considered to be part of the somewhat favorable work-life quality view. The lack of particular data about employees' perceptions of retention, however, suggests that more study is necessary.

In a similar vein, a number of variables influence greater rates of staff retention in businesses. Retention is positively impacted by improving job qualities, such as chances for professional advancement, demanding and fulfilling work, competitive pay and benefits, a friendly work environment, and alignment with employees' interests and talents. Comparably, improving the workplace via the development of strong leadership, the encouragement of diversity and inclusion, the promotion of open communication, the maintenance of work-life balance, and the creation of an inclusive culture results in increased rates of employee retention. Additionally, a big part of keeping employees on board is stressing team building exercises including social interaction, clear communication, mutual support, chances for skill development, and awarding accomplishments. Higher retention rates are also a result of placing a strong priority on career development through activities like mentoring and coaching, training programs, opportunities for promotion, support for professional objectives, and fair performance reviews. Last but not least, putting an emphasis on work-life balance, a great work culture that promotes employee well-being, flexible work schedules, a safe and healthy workplace, and appealing fringe benefits all contribute to better employee retention.

Employee retention in Nepalese commercial banks is greatly impacted by employment features such as chances for professional progress, hard duties, competitive compensation and benefits, a supportive work environment, and alignment with workers' interests and talents. Likewise, the work environment which is defined by strong leadership, inclusiveness and diversity, transparent communication, a healthy work-life balance, and a good culture is essential to improving retention. On the other hand, team-building exercises might not have a big effect on retention. Moreover, in

the context of Nepalese commercial banks, career development initiatives and elements of the quality of work life, such as training, promotions, work arrangements, and well-being, could not have a major impact on retention.

### **5.3 Implications**

#### **Practical Implications**

The correlation and regression analysis's conclusions have a number of real-world applications for Nepalese commercial banks. First of all, the importance of creating a suitable and enjoyable work environment is shown by the enormous beneficial influence that job qualities and work environment have on employees' retention. To improve staff retention, banks should concentrate on offering chances for advancement, fulfilling work, competitive pay, a positive work environment, strong leadership, and a work-life balance. Furthermore, the lack of statistical significance in the influence of career development and team building implies that banks might want to reconsider their existing approaches and procedures in these domains. To promote a feeling of community and career advancement, initiatives to enhance skill development programs, teamwork, and mutual support should be undertaken. Initiatives for career development should also be reinforced to better meet the goals of staff members and offer clear routes for promotion. Last but not least, the lack of significance in the impact of work-life quality suggests that areas like safety, benefits, flexible work schedules, and work-life balance need more research and development because they might not be significantly affecting employee retention in Nepalese commercial banks.

#### **Theoretical Implications**

The variables impacting staff retention in the context of Nepalese commercial banks are clarified by the theoretical implications of the correlation and regression analysis. The noteworthy affirmative influence of job characteristics and work surroundings validates the significance of elements like employee retention, organizational support, and psychological welfare in maintaining staff. These results are consistent with theories and models that highlight the importance of organizational environment and job qualities in employee retention. However, the lack of substantial effects on career advancement, team building, and work-life quality points to the necessity for more theoretical research or a reevaluation of current theoretical frameworks in the context

of Nepalese commercial banks. It suggests that elements like work-life balance, team relationships, and possibilities for professional advancement can function differently or have different weights in this specific context.

### **Future Scope**

Future investigations of staff retention in Nepalese commercial banks will benefit from the foundation established by the correlation and regression study. Subsequent investigations may go more deeply into the non-significant components and investigate plausible underlying causes for their restricted influence. Employing focus groups or interviews as a means of gathering information can help researchers better understand the opinions and experiences of workers with relation to career advancement, team building, and quality of work life. Longitudinal studies may also be used to monitor changes in employee retention over time and evaluate the long-term impacts of different organizational components. Studies that compare other businesses or nations may also provide insightful information about the particular difficulties and chances that the banking industry has when it comes to staff retention. All things considered, the results of this analysis serve as a foundation for further research and initiatives targeted at enhancing worker retention in Nepalese commercial banks.

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## APPENDIX

### SURVEY QUESTIONNAIRE

Dear respondents,

I, Chandra Bahadur Sapkota, am MBS student of Shankaedev Campus, Putalishadak, Kathmandu, conducting a research on “DETERMINANTS OF EMPLOYEES' RETENTION IN NEPALESE COMMERCIAL BANKS”. This survey will be part of my academic research requirement. Thank you for your time and effort in filling out this questionnaire. I assure you that the information and responses you have provided in this questionnaire will be kept highly confidential, secured and will be used only for my academic purpose only.

A. Tick out your gender.

Male       Female

B. Marital Status

Married       Unmarried

C. Tick out your age category.

Below 20       21-30       31-40       Above 40

D. Tick out your education status.

School level       Bachelor Level       Masters and Above

E. Tick out your position.

Junior Assistant       Senior Officer       Officer

C. Tick out your work experience.

0 to 4 years       4 to 8 years       above 8 years

## Group B: Likert Scale Questions

The statement is based on performance appraisal practices and is measured in five Likert scales 1 as strongly disagree, 2 as disagree, 3 as neutral, 4 as agree and 5 as strongly disagree.						
<b>Job Attributes</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
JA1	The job offers opportunities for professional growth and advancement.					
JA2	The job provides challenging and meaningful tasks.					
JA3	The job offers a competitive salary and benefits package.					
JA4	The job provides a supportive and collaborative work environment.					
JA5	The job aligns with the employee's skills and interests.					
<b>Work Environment</b>						
WE1	The organization has effective leadership that inspires and motivates employees.					
WE2	The organization promotes a culture of diversity and inclusion.					
WE3	The organization encourages open and transparent communication among employees.					
WE4	The organization values work-life balance and promotes employee well-being.					
WE5	The organization provides opportunities for employee participation and involvement in decision-making.					
<b>Team Building</b>						
TB1	The team engages in regular social activities to foster camaraderie and teamwork.					
TB2	The team promotes effective communication and collaboration among members.					
TB3	The team encourages mutual support and respect among colleagues.					
TB4	The team provides opportunities for skill development and learning together.					
TB5	The team recognizes and rewards individual and collective achievements.					
<b>Career Development</b>						
CD1	The organization conducts fair and regular performance appraisals to assess employees' progress.					
CD2	The organization provides training and development programs to enhance employees' skills.					
CD3	The organization offers opportunities for career advancement and promotions.					

CD4	The organization supports employees' professional goals and aspirations.					
CD5	The organization provides mentoring or coaching programs to support employees' career growth.					
<b>Quality of Work Life</b>						
QWL 1	The organization offers flexible work arrangements that accommodate employees' personal needs.					
QWL 2	The organization provides a safe and healthy work environment.					
QWL 3	The organization offers attractive fringe benefits such as health insurance and retirement plans.					
QWL 4	The organization promotes work-life balance by encouraging time off and vacation.					
QWL 5	The organization fosters a positive and inclusive work culture that values employee well-being.					
<b>Employee Retention</b>						
ER1	I intend to stay with the organization for the foreseeable future.					
ER2	I feel a strong sense of loyalty towards the organization.					
ER3	I am satisfied with my current job and have no plans to leave.					
ER4	I would recommend the organization as a great place to work to others.					
ER5	I feel valued and appreciated by the organization, which encourages me to stay.					

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**ABSTRACT** The research study titled "Determinants of Employees' Retention in Nepalese Commercial Banks" investigates factors influencing employee retention in Nepalese commercial banks, focusing on job attributes, work environment, team building, career development, and quality of work life as independent variables, with employees' retention as the dependent variable. Data was collected through Google questionnaires from 190 respondents working in these banks and analyzed using SPSS software. Descriptive and inferential statistical tools, such as mean, standard deviation, frequency analysis, correlation, regression, and hypothesis testing, were employed. In conclusion, the study sheds light on the factors that influence employee retention in Nepalese commercial banks. The research methodology involving primary data collection through Google questionnaires and statistical analysis using SPSS software proved effective in providing a comprehensive understanding of employee perceptions and experiences. The moderate levels of satisfaction in various aspects of the job and work environment suggest room for improvement to strengthen employee retention. By addressing the factors identified, such as promoting effective leadership, fostering diversity and inclusion, offering career development opportunities, and ensuring a positive work culture, banks can foster a more engaged and satisfied workforce. Ultimately, these efforts can contribute to the long-term success and growth of Nepalese commercial banks by retaining valuable talent and creating a positive work environment for all employees. **Keywords:** Employees' Retention. Job Attributes, Work Environment, Team Building, Career Development, Quality of Work Life

**ii CHAPTER-I INTRODUCTION**

**1.1 Background of the Study** In the banking sector, where talent acquisition and retention directly affect organizational success, employee retention has grown in importance (Kumari & Mittal, 2019). In addition to interfering with workflow, a high personnel turnover rate results in substantial expenses for hiring, training, and lost productivity (Din, Shah, & Fatima, 2020). Therefore, maintaining a skilled and dedicated workforce in commercial banks requires recognizing and comprehending the factors that influence employee retention. Particularly in the fiercely competitive banking industry, employee retention has been a top priority for businesses (Khan, Hussain, & Akram, 2021). Maintaining a competitive advantage, cutting down on attrition, and assuring organizational stability all depend on the capacity to retain bright and competent workers (Eisenberger, Cummings, Armeli, & Lynch, 1997). The purpose of this study is to investigate the factors that affect workers' retention in Nepalese commercial banks. It specifically looks into how workers' intentions to remain with the company are affected by job characteristics, the work