

**JOB SATISFACTION AND JOB RETENTION IN ARMED
POLICE FORCE, NEPAL**

A Thesis

**Submitted to APF Command & Staff College,
Faculty of Humanities and Social Sciences,
Tribhuvan University
In Partial Fulfillment of the Requirements
For Master's Degree in
Security, Development and Peace Studies**

Submitted by

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DECLARATION

I hereby declare that the thesis entitled "**Job Satisfaction and Job Retention in Armed Police Force, Nepal**" submitted to APF Command and Staff College is my original work. I have prepared this thesis under the guidance of my supervisor, and I have properly acknowledged all ideas and information obtained from various sources. The findings and results presented in this thesis have not been previously submitted for any degree or purpose. I take full responsibility for the authenticity of my research work, and I confirm that no part of this thesis has been published before. This thesis is being submitted to APF Command and Staff College, Faculty of Humanities and Social Sciences, Tribhuvan University to partially fulfill the requirements for a Master's Degree in Security, Development, and Peace Studies.

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LETTER OF APPROVAL

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ABSTRACT

The APF, Nepal holds a crucial position in upholding law and order, ensuring public safety, and countering internal security threats within the country. To sustain its effectiveness and stability, the APF, Nepal must address the critical factors of job satisfaction and job retention among its personnel. This study aims to explore the relationship between job satisfaction, job retention, and the challenges faced by APF, Nepal personnel. The research employs a mixed-methods approach, utilizing primary data gathered through a questionnaire survey conducted via Google Forms, Key Informant Interviews, and Focus Group Discussions involving APF officers and experts. Together, qualitative and quantitative research methods are employed to comprehensively interpret the collected data.

The study's findings provide valuable insights and recommendations to enhance job satisfaction and retention within the APF, Nepal. The data analysis employs various approaches, including descriptive and analytical methods. Overall, the study reveals a relatively high level of job satisfaction between APF, Nepal personnel. Key contributing factors to job satisfaction encompass aspects such as job security, benefits and compensation, career development opportunities, work-life balance, an effective reward and punishment system, and avenues for professional growth. However, compensation and work-life balance concerns adversely affect job satisfaction and retention.

Based on the study's outcomes, the researcher proposes addressing the identified concerns and investing in training, development, and welfare programs to further improve job satisfaction and retention among APF, Nepal personnel. These recommendations are indispensable to reinforce the effectiveness and stability of the APF, Nepal in fulfilling its vital role in maintaining security and public safety within the nation.

Keywords: APF, Nepal, Job satisfaction, Job retention, Work-life balance

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LIST OF ACRONYMS AND ABBREVIATIONS

ACOL	Annual Cost of Living
AHC	Assistant Head Constable
AIG	Additional Inspector General
APF	Armed Police Force
ASI	Assistant Sub Inspector
BS	Bikram Sambat
BN	Battalion
CDR	Commander
Col	Colonel
C&SC	Command and Staff College
Cons	Constable
DIG	Deputy Inspector General
Dr	Doctorate
DSP	Deputy Superintendent Police
FGD	Focus Group Discussion
Folls	Followers
GDP	Gross Domestic Product
GoN	Government of Nepal
HC	Head Constable
Ins	Inspector
JCOs	Junior Commission Officer
HRD	Human Resources Department
HRM	Human Resource Management

JEM	Job Embeddedness Model
KII	Key Informant Interviews
LDC	Least Developed Country
ORs	Other Ranks
PTSD	Post Traumatic Stress Disorder
Rtd	Retired
SHC	Senior Head Constable
SI	Sub Inspector
SSI	Senior Sub Inspector
SP	Superintendent Police
SSP	Senior Superintendent Police
SHRM	Society for Human Resource Management
SET	Social Exchange Theory
FY	Fiscal Year

CHAPTER I

INTRODUCTION

1.1 Background

Job satisfaction and job retention are important factors in any organization. Job satisfaction refers to the level of satisfaction an employee experiences with their job, while job retention refers to the ability of an organization to retain its employees (Dahal et al., 2021). Border patrol, internal security, revenue and customs, disaster management, VIP security, railroad security, and other obligatory duties have all been delegated to the armed police force, Nepal (APF, Nepal). Therefore, the rank and file of APF, Nepal should be motivated to carry out assigned responsibilities in an efficient manner by their sense of job satisfaction at work. It is a universal reality that employees who are motivated and pleased perform at their highest levels at all times. This study will outline the barriers to job satisfaction and retention in APF, Nepal, as well as the influencing factors, current state, and relationships that exist in this setting.

An individual's general views and feelings concerning their job or professional experiences are referred to as their sense of job satisfaction. It is based on a person's evaluation of a variety of job-related factors, including the actual work, the workplace, and relationships with coworkers, salary, and chances for professional growth. Increased productivity, decreased absenteeism and turnover, and improved general health are frequently linked to high job satisfaction. On another a situation low job satisfaction can result in burnout, job stress, and other undesirable effects. According to the meaning of job satisfaction, it is "a pleasant or favorable mental state resulting from an appraisal of a position or work situations " (E. Locke, 1976).

Griffeth et al., 2000 studied the link between employee turnover and job satisfaction. The study indicated that employee turnover was significantly predicted by job satisfaction, with employees who reported higher levels of job satisfaction being less inclined to leave their present firm. Employees who reported higher levels of job satisfaction were more likely to stay with their present company, showing that job satisfaction and job retention are positively connected.

Job satisfaction is the measure of an employee's level of joy, fulfillment, and contentment at work. Both the health of the workforce and the success of the company depend on having

contented employees, who have a greater capacity to be dedicated, productive, and interested in their work. On the other side, job retention refers to an employee's inclination to stay with a company for a long period. Retaining skilled and knowledgeable employees is essential for a firm to grow and remain stable. It includes attitudes about compensation, promotions, and relationships with coworkers, supervision, working conditions, benefits, contingent rewards, and the nature of the task, communication, involvement, and the company's performance evaluation system. Job satisfaction is a diversified attitude (Cascio, 2002) .

Job satisfaction is significantly influenced by HRM practices, which in turn can have an impact on productivity, quality of life, and organizational profitability. HRM procedures, including clear communication, equitable pay, opportunities for career advancement, and employee recognition, can enhance job satisfaction and boost commitment and engagement among staff members. However, bad HRM practices, such as unequal pay, a lack of career development opportunities, and poor communication, can cause work unhappiness and have a detrimental effect on both employee wellbeing and organizational success. In order to improve employee happiness and foster successful organizational outcomes, it is essential for firms to prioritize effective HRM strategies. Job satisfaction and human resource management are related(Cascio, 2002) .

The retention and attraction of qualified human capital to the business depends critically on the level of job satisfaction of the personnel. An employee who is happy at work is more likely to show up for work less frequently, make contributions to the business, and want to stay there. On the other side, a disgruntled employee has a negative attitude, prefers to skip work too frequently, is constantly angry with the supervisor, seeks to leave the company whenever a chance arises, and is under constant stress (Adhikari, 2009). Therefore, it is very essential for the organization to create a job-satisfied environment within it.

Job satisfaction and job retention are two important outcomes for both employees and organizations. Job satisfaction refers to an employee's overall feeling of contentment or happiness with their job, while job retention refers to an employee's ability and willingness to remain in their current job over time(L. Eby et al., 2005).

Pull and push factors should be taken into consideration when describing turnover. Positive pull factors are what cause people to look for alternative employment opportunities even when they are content and happy with their current position. In this situation, it is crucial for

management at the company to recognize the true worth of their workers, find out why they are looking for new employment, and learn what expectations they have for their current position in order to keep their abilities. The next significant component is pushing factors, which refer to some unfavorable conditions that exist in the existing organization and force a person to quit in order to improve their working conditions. There are a number of pull and push factor characteristics that require greater attention (Taylor, 2014).

A meta-analysis by Steel and König, 2006 found that job satisfaction was a significant predictor of both turnover and absenteeism, indicating that employees who are more satisfied with their jobs are less likely to leave their current employer or miss work. If job satisfaction is high than job retention rate definitely decreases. One of the key components of an efficient organization is employee job satisfaction. (Chapagain, 2011). It is normally an employee's general approach toward the job. Additionally, a person's level of job satisfaction refers to how content or happy they are with their profession.

It can also be described as a collection of emotions and sentiments that workers associate with their employment, whether those feelings and emotions are positive or negative. The relationship between employee performance and work satisfaction is no longer a secret. To achieve these aims, maximizing employee performance is one of an organization's top priorities. In order to accomplish this, the company requires not only highly motivated personnel, but also contented and psychologically healthy workers. Employee management professionals have long considered employee satisfaction, performance, and retention to be crucial concerns, particularly in developing nations (Mahmood et al., 2011).

The key requirement for any organization's efficient operation is employee satisfaction. Indeed, it is multifaceted in regard to each person's emotional states, which mostly result from their work environment (Voulgaris et al., 2016). It is generally accepted that job satisfaction closely correlates with an organization's output or effectiveness. Despite the fact that all institutions place a high priority on employee happiness, military organizations place a greater emphasis on it due to their primary duty of national defense.

Job retention or employee retention refers to a company's capacity to retain its workforce. It might also be described as a method of encouraging and rewarding resources to stick with a business for longer in order to secure the sustainability of the enterprise. The ultimate goal of employee retention is to make both employers and employees happy. All sides benefit because

it makes it simpler for loyal employees to stick around the company for a longer amount of time. Employee retention is a problem that cannot be solved by records and reporting alone. It totally depends on how effectively the employers understand the many problems the employees face and how they help them, when necessary, to find a solution. Every business spends time and resources preparing new workers for the workplace. If these employees quit after completing their training, the company will be totally destroyed. When employees leave their positions after receiving the required training, the business is in the red. Several strategies are used to ensure employee retention in order to ensure that a worker stays with a company for the longest amount of time possible (Gorde, 2019).

Employee retention is one of the main problems that organizations encounter in the present cutthroat industry. A significant business problem is matching your goals with the growing demand for a healthy work environment where work is connected to personal fulfillment and fulfillment. More than only the organization's financial and economic performance, turnover has an impact on the bonds that have been created within it as well. More than merely economic and financial success, turnover has an impact on the bonds that have been built within the organization. According to this viewpoint, such turnover poses a danger to the effectiveness of organizational systems that use transactional memory. Internal disagreements are no longer shared, which results in a delay in problem-solving. As a result, the organization's entire structure is impacted by experienced personnel leaving and new hires joining (Silva et al., 2019).

1.2 Statement of the Problem

The APF, Nepal faces a pressing issue concerning job retention and satisfaction. As the organization responsible for upholding law and order, safeguarding borders, and ensuring citizen safety, it struggles with retaining experienced officers due to employee discontent. This discontent is primarily caused by factors such as extended working hours, insufficient compensation and benefits, inadequate training, limited opportunities for career growth, and a lack of acknowledgment and appreciation for their hard work. Consequently, the force is encountering a shortage of well-trained and experienced officers. Moreover, the high turnover rates stemming from job dissatisfaction may lead to a significant loss in the training and recruitment budget. The performance and productivity of the employees of APF, Nepal may suffer as a result of a lack of job satisfaction, which will lower the caliber of their work.

Therefore, it is imperative to address the problems of job satisfaction and job retention in APF, Nepal. It necessitates a complete strategy that includes enhancing training and development opportunities, offering competitive compensation and benefits, improving working conditions, recognizing and rewarding good performance, and laying out clear career paths for promotion. APF, Nepal can continue to play a vital role in upholding security and protecting residents by taking steps to improve job satisfaction and lower turnover rates. Therefore, this thesis aims to investigate the relationship between job satisfaction and job retention, identify the factors that influence job satisfaction and job retention, find out the challenges of job satisfaction and retention in APF, Nepal, and explore the strategies that APF, Nepal, can implement to increase job satisfaction and retain employees. Additionally, research findings will aid policy and program makers in developing the best strategies for determining the level of employee satisfaction in terms of how strongly they agree or strongly disagree with various job-related factors, which can serve as a guideline for decreasing job retention.

1.3 Research Questions

The study is focused on answering the following research questions:

- a) How are job satisfaction and job retention related?
- b) What are the factors that influence job satisfaction and job retention in APF, Nepal?
- c) How are job satisfaction and job retention challenges in APF, Nepal?

1.4 Objective of the Study

1.4.1 **General.** The general objective of the research is to identify the current status of job Satisfaction in APF, Nepal and its impact on retention.

1.4.2 **Specific.** In order to achieve the purpose of the study, following specific objectives has Been formulated.

- a) To identify the relationship between job satisfaction and job retention in APF, Nepal.
- b) To find out the factors affecting job satisfaction and retention in APF, Nepal.
- c) To explore the challenges of job satisfaction and retention in APF Nepal.

1.5 Significance of the Study

The APF, Nepal plays a critical role in ensuring national security, and the job satisfaction and retention of these forces are vital for maintaining the stability and security of a country. Understanding the factors that contribute to job satisfaction and retention can help policymakers and organizational leaders develop policies that support the well-being of security forces. Also, recruiting and training security forces can be expensive and time-consuming. High rates of turnover can lead to additional costs associated with retraining and replacing personnel. A better understanding of the factors that influence job satisfaction and retention can help reduce the costs associated with high turnover rates. Job satisfaction has been linked to higher levels of employee productivity, which can translate to better performance and outcomes for security forces. Retention also contributes to organizational productivity by ensuring continuity in leadership, expertise, and institutional knowledge. Job satisfaction is essential for the well-being of security force personnel. Understanding the factors that contribute to job satisfaction can help develop strategies to support the well-being of security forces. The rationale of the research was to identify the factors that cause job satisfaction and job retention in APF, Nepal. Analysis of job satisfaction and retention data can provide insight into possible areas for job reorganization. APF, Nepal, is trying its best to fulfill the expectations of its personnel to create a positive level of job satisfaction. Job satisfaction among troops is one of the primary indicators of a high standard of professionalism and decreased retention rates. Thus, examining the relationship between job satisfaction and retention in APF, Nepal, and evaluating its impact on job retention is necessary. With such a study, APF, Nepal could formulate the required plans and policies that will ultimately improve job satisfaction. Furthermore, it is hoped that this research will help identify the major factors that contribute to job satisfaction and job retention in APF, Nepal.

1.6 Limitations of the Study

This study aims to explore the overall job satisfaction of APF Nepal personnel, taking into consideration all ranks, genders, ages, and types of service within the organization. However, evaluating job satisfaction proves to be a challenging task, given its abstract nature, heavily reliant on individual experiences and perceptions, and the absence of a precise yardstick for

measurement. The existing literature on the subject primarily revolves around security-related topics, with a focus on administration, training, and management aspects.

The primary focus of this research centers on examining the levels of job satisfaction and job retention among the personnel of APF Nepal. It identifies significant challenges in the form of a lack of trust or interagency relations and the unavailability of timely data. The respondents for the study consist of members actively serving in APF Nepal. Nonetheless, the research findings are limited in their scope.

To gather data for this study, primary data collection involved using questionnaires filled out by the respondents. However, it is crucial to acknowledge that this method has its limitations, as respondents' answers might be subjective and not entirely reflective of their true feelings and experiences. Therefore, the research employed a combination of qualitative and quantitative research methodologies to effectively address the research questions and objectives of the study.

1.7 Organization of the Study

This research is organized into seven chapters. The first chapter is about the overview to the study. The second chapter has a review of the available literature included in the study, tracked by the research methodology in chapter three. Chapter four has discussed various theories related to job satisfaction and job retention. Based on the analysis of these theories and KII, the researcher has identified factors affecting job satisfaction. In Chapter Five, the researcher has analyzed Socio-economic factors to identify the present status of job satisfaction and job retention in APF, Nepal. Accordingly, chapter six of the research has assessed the challenges of job satisfaction and job retention highlighted by the APF, Nepal. Finally, chapter seven is an important chapter that outlines the findings and recommends ways to ensure job satisfaction in APF, Nepal.

CHAPTER II

REVIEW OF LITERATURE

This research work has been prepared by carefully reading and analyzing a large number of secondary sources. Many works on job satisfaction and retention in several industries, including the security forces, have been assessed from a global and national perspective. To fulfill the goal of the study, the review's main focus has been on identifying the factors impacting job satisfaction in the armed police force in Nepal and how they connect to job retention. The literature evaluations about employee retention and job satisfaction in Securities forces will be discussed in the sections that follow.

2.1 Job Satisfaction

For every firm to operate effectively, job satisfaction is a crucial requirement. Indeed, it has several facets in terms of how each person feels emotionally, which is primarily a product of their work environment (Voulgaris et al., 2016). It is generally accepted that job satisfaction closely correlates with an organization's output or effectiveness. Despite the fact that all institutions place a high priority on employee happiness, security forces organizations are particularly dependent on it due to their primary duty of protecting the country.

HRM strategies have a substantial impact on job satisfaction, which in turn can affect productivity, quality of life, and organizational profitability. HRM practices, such as open communication, fair pay, chances for career advancement, and employee recognition, can improve job satisfaction and increase employees' commitment and engagement. However, poor HRM practices, such as unequal pay, a lack of career development opportunities, and poor communication, can lead to work discontent and have a negative impact on both employee welfare and company success. Effective HRM strategies must be a top priority for businesses if they want to increase employee satisfaction and generate successful organizational outcomes. Human resource management and job satisfaction are connected (Cascio, 2002).

The level of job satisfaction of the workforce had a significant impact on the company's ability to retain and recruit qualified human resources. Employees who really liked their job were more likely to put in effort for the company, showed up less frequently, and expressed a desire to stay. On the other hand, a dissatisfied employee had a negative perspective, preferred to be away

from work too frequently, was always unhappy with the manager, attempted to leave the organization whenever a chance arose, and was under continual stress (Adhikari, 2009).

Jathanna et al., (2011) examined the relationship between an employee's personal profile and their job satisfaction was examined in their study. Age, gender, work history, marital status, dependent children, and parents are all factors that affect a person's personal profile and are compared to total job satisfaction. The majority of factors had a favorable impact on job satisfaction, according to the study's findings. The study finds that personal profile factors assessed from a psychological and sociological perspective should be included in the drivers of job satisfaction. The benefits that the organization provided, such as insurance and funding for the dependent children's education, were highly linked to job satisfaction, employment security, and dedication to the company.

Saeed et al., (2013) examined that the most important factors influencing employee job satisfaction are advancement, salary, fairness, and working conditions. 200 Pakistani personnel in the telecom industry were the subject of the study. It was determined that the salary and benefits of Pakistani telecom workers have a significant impact on their level of job satisfaction.

The association between dedication to the organization, work satisfaction, and intention to leave among hospital personnel in Isfahan, Iran. The three aspects of the employment with which respondents were most satisfied were coworker, nature of the job, and task demand. The areas where respondents were least satisfied were salary and benefits, working conditions, recognition, promotion, and job security. Results showed a strong relationship between organizational commitment and job happiness. This suggests that those personnel who are most engaged to their jobs are also those who are most dedicated to the healthcare system. The results showed that highly pleased workers had higher levels of organizational commitment. Employee intention to depart was highly correlated with both dedication and satisfaction with work. The results of this study revealed that management and supervision are important predictors of job satisfaction, organizational obligation and turnover intention among hospital employees (Mosadeghrad et al., 2008).

Employee work satisfaction in Nepal has been found to be influenced by a number of different elements. In addition to pay and benefits, other important considerations include corporate culture, job security, work-life balance, and professional growth opportunities. Additional factors that have been discovered to significantly influence employee work satisfaction include

supervisory support, organizational support, retention policies, selection, and appointment processes. According to a survey of employees at Nepalese commercial banks, internal marketing tactics that are crucial to promoting employee job satisfaction include communication, organizational support, training and development, supervisory assistance, and motivation. These results underline how important these elements are for fostering a healthy work environment and raising job satisfaction among employees in Nepal's banking sector. (Shrestha, 2023).

Rokka and Khanal (2023) Examined the variables that affected healthcare workers' job satisfaction at a government hospital in Nepal at the tertiary level. The degree to which people felt driven, accomplished, and fulfilled with their work was referred to as job satisfaction. Because it made workers happy, lowered turnover costs, and encouraged a more motivated and productive staff, increasing job satisfaction was essential for businesses. The outcomes of this study revealed a substantial association between job satisfaction and demographic factors like age, rank, and educational attainment. However, there was no conclusive evidence linking job satisfaction to gender, marital status, or work experience. Understanding these factors provided insights into designing effective strategies to improve job satisfaction and ultimately enhanced the overall well-being and performance of healthcare employees in the hospital setting.

Smerek and Peterson (2007) Explained how training and job satisfaction were related. Even though he claimed there was a relationship, he also claimed there wasn't one. Due to the fact that those with higher education levels typically landed better-paying jobs, they were consistently happier at their jobs than those with lower education levels. According to him, the psychological advantages of a "good job" could even help people with lesser levels of education experience achieve greater levels of job satisfaction. With varying levels of education came varying levels of work quality and job satisfaction supplied to employees. The nature of the job was important since it gave one the opportunity to employ their unique skills. In light of this, the author advised that employers should place a higher priority on employment quality than educational attainment.

Locke (1976) Explained that work satisfaction is a pleasant or positive emotional state resulting from evaluating one's job or job skills. He argued that job happiness could be assessed by comparing an individual's job expectations with their actual job situation. Amundsen, (1987) examined the relationship between gender and job satisfaction in his study, "Job Satisfaction

for Male and Female U.S. Air Force Officers." However, he found no differences in the common characteristics between male and female officers' satisfaction levels at work.

Sapkota et al., (2019) examined the factors related to job satisfaction among graduate nursing faculty in various universities in Nepal. Job satisfaction among nursing faculty is crucial for enhancing the quality of nursing education and training competent nurses who can positively impact patient health at both local and national levels. Job satisfaction plays a significant role in improving job performance and ensuring overall work quality within an organization. It is defined as the degree to which employees' expectations for their work are fulfilled.

Suggested that pull and push variables should be taken into consideration while explaining turnover. Positive pull forces cause employees to look for different employment possibilities even when they are content and joyful. In this situation, it is crucial for employer management to recognize the true worth of their employees and to pinpoint their motivations for looking for new employment or their expectations for their existing position to keep their abilities. The next significant component is pushed factors, when some unsatisfactory conditions exist in the existing organization and force the person to quit to improve their work life. There are several pull and push factor traits that need to be recognized and given more attention (Taylor, 2014).

Al-Zoubi (2012) investigates the connection between income and satisfaction with work in a variety of private and public Jordanian enterprises. He discovered that the main factor affecting job happiness is not income. Although the financial impact is quick, it only lasts a short while. A company's long-term requirements almost invariably include job satisfaction. Organizations should therefore consider novel approaches to improve all elements of employment, including pay and psycho-social factors that improve the quality of the working environment.

The impact of teachers' perceptions of organizational support on job satisfaction. The two basic components of satisfaction are intrinsic and extrinsic. Respect and prestige that have been earned are two external characteristics that have a significant impact on employee satisfaction. Self-efficacy is a positive intrinsic feature that aids since it encourages personal fulfillment. Employees are both intrinsically and extrinsically satisfied when an organization values their contributions and cares about their well-being (Bogler & Nir, 2012).

Yang et al., (2008) conducted a study titled "*The Effect of a Pay Improvement on Job Satisfaction: A Study with the Chinese Army*" and found that junior officers' levels of job

satisfaction increased after their salary was raised. The study concluded that job satisfaction is significantly influenced by pay satisfaction.

Seniwoliba, (2013) examined the job satisfaction levels of instructors in public high schools in Ghana's capital Temale and discovered that extrinsic factors, such as pay, incentives, working conditions, and security (Medical allowance and future pension benefits), motivate employees and aid in achieving job satisfaction. Since pay and working conditions have a big impact on job satisfaction, businesses should be continually aware of these variables and take action to improve them. Organizations must embrace the idea of equal compensation for equal work.

Singh and Jain (2013) examined the focus on employee job satisfaction as its impact on output. The company's morale can be gauged by its employees' attitudes. Given that they're those that deal with consumers on a regular basis in those fields of customer service and sales, content employees are crucial. Job happiness is mostly influenced by the work environment. Satisfaction with one's job is a result of a positive work environment and conditions, which also improve productivity, profitability, customer satisfaction, and staff retention.

The study conducted by Batura et al., (2016) examined how different rewards and employment-related advantages affected the job satisfaction of Nepalese healthcare professionals. The identified incentives included access to training opportunities, leave entitlements, rewards for working overnight and making deliveries, food allowances, health insurance coverage, children's scholarships, hazard allowances, staff quarters with furnished accommodations, work uniform allowances, and contributions to provident funds and pensions. These elements work together to considerably increase the overall job satisfaction of health workers in Nepal.

Syed and Akhtar (2014) studied the impact on healthcare workers' organizational commitment to perceived work-life balance and satisfaction with work. It was projected that a positive perception of work-life balance would encourage job satisfaction, which would eventually motivate workers to commit to the business. According to the findings, respondents perceive their work-life equilibrium, satisfaction with their job, and dedication to the organization to be at a moderate level. The author draws the following conclusion: Work-life balance and job happiness are crucial for growing and enhancing organizational dedication among healthcare professionals.

Aristovnik (2014) discussed the effects of organizational and environmental elements on workers' job happiness. Police employees identified salary and security as the least motivating factors, while management support was highly valued. Police personnel considered trust and a sense of belonging crucial for their job happiness. The investigation explored the organizational and external factors influencing job satisfaction among police officers. The study revealed that money and job security were rated as the least motivating factors, whereas management support was highly motivating for police officers. Additionally, the study highlighted the significance of trust and a feeling of belonging within the organization as essential components of job satisfaction for police personnel.

Nepalese governmental employees working in all three tiers of government accepted the level of responsibility and position they held. Promotion and job advancement seemed to be more important than pay. Job training, the working environment, teamwork, and an appropriate mechanism for evaluating work performance were identified as key factors in determining job happiness. The transient nature of the job location was easily manageable. All levels of government employees had strong reservations about the promotion and job rotation system that was part of the new federal structure (Dahal et al., 2021).

Job security was identified as the primary element determining work satisfaction for commercial banks in Nepal. The study also found that the prospect of pay and promotion, relationships with coworkers and supervisors, physical work conditions, and opportunities for future career advancement were the other most significant factors influencing employment pleasure (Adhikari, 2019).

2.2 Job Retention

Job retention is the ability of an organization to keep its employees for a predetermined amount of time, showing the extent to which individuals stay with the organization voluntarily. Another important aspect in job retention is organizational commitment. It refers to how much an employee identifies with and feels emotionally connected to their company. High organizational commitment levels have been demonstrated to promote job retention since committed workers are more likely to remain devoted to the company (Meyer & Allen, 1991).

Opportunity for personal growth is another important intrinsic factor that influences job retention. When employees perceive that their jobs offer opportunities for learning, skill

development, and career advancement, they are extra possible to halt with the organization. Research by Grant, (2012) demonstrated that providing employees with growth opportunities, such as training programs and developmental assignments, leads to higher job satisfaction and retention.

Horwitz et al., (2003) Examined that opportunities for advancement were crucial for increasing employee loyalty and retention. Employees were more inclined to devote their time and effort to developing their careers at a corporation where they could see prospects for growth and progress. It was significant to remember that prospects for advancement went beyond simple promotions. Employee engagement and retention could also be greatly aided through training initiatives, mentoring associations, and other forms of professional development. The prospects for advancement, both personally and professionally, were crucial for employee retention. Employees were more inclined to stick with a company if they believed they had the opportunity to grow their careers and enhance their talents.

Numerous factors that affect employees' willingness to remain in their existing roles have an impact on job retention. Job satisfaction, which refers to the general level of satisfaction people experience with their employment and the work environment, is one crucial component. Employees who are content with their work are more inclined to remain with the company, according to research, which has consistently showed a favorable association between job satisfaction and retention (Hom & Kinicki, 2001).

A company's capacity to keep its staff and reduce employee turnover is known as job retention. A few factors that could have an impact on employee retention include pay and benefits, corporate culture, opportunities for promotion, and job satisfaction. A research by provides one definition Eby et al., (2005) which defines By conducting the content analysis, the authors provide a comprehensive overview of the work-family research literature during the specified time frame. They discuss the major themes and trends that emerged from the analysis, such as work-family conflict, work-family enrichment, and the impact of work-family policies and practices on employee well-being.

Holzer et al., (2004) study contribute to the understanding of the challenges faced by welfare recipients in finding and maintaining employment. The research highlights the importance of addressing skill gaps, providing supportive services, and creating favorable work environments to enhance job performance and increase job retention rates among welfare recipients.

Opportunities for growth and development play a crucial role in job retention as well. When employees perceive that their jobs offer opportunities for skill development, career advancement, and personal growth, they are more inclined to stay with the organization. Providing training programs, mentoring, and clear career paths can contribute to higher job retention rates (Allen et al., 2003).

An organization and its personnel are affected by turnover in both positive and bad ways. It is frequently beneficial for organizations to allow bad performers to go because it advances the organization, brings in fresh ideas, amplify output and performance while facilitating change (Sheridan, 1992).

A study that examined how human resource management affects employee retention in Nepal's hospitality business and took into account the moderating impacts of managerial structure, age range, and gender by (Sthapit and Shrestha, 2018) found that benefits and salary are essential for keeping entry-level employees, whereas corporate branding is important for keeping people in higher hierarchies. Additionally, career advancement appears to be the element that has the greatest influence on male hotel workers in Nepal, with balanced work-life initiatives having a less significant effect. For businesses looking to enhance retention policies in Nepal's burgeoning hotel industry, these discoveries have important implications.

A Study of Nepalese Bank Employees by Yukongdi and Shrestha (2020) examined the significance of different aspects of job satisfaction, including compensation, prospects for career advancement, coworkers, supervisors, and the work itself, in influencing employees' decisions to leave their jobs. Research revealed that not only did job satisfaction impact turnover intentions, but affective commitment also emerged as a strong predictor. Therefore, it was crucial for the company to implement strategies aimed at enhancing emotional commitment among employees, as workers with lower levels of commitment were more inclined to seek employment elsewhere.

Alkhwaja (2017) explore that when discussing leadership style and employee turnover, it was noted that unbalanced treatment of employees was a contributing factor. As a result, when dealing with people, leaders should examine their own personal biases, judgments, and assumptions. This will ultimately lead to high motivation and organizational effectiveness. Making all the stakeholders the employer and the employees happy is the ultimate goal of

employee retention. It makes it easier for devoted personnel to remain with the business for a longer period of time, which will benefit both parties.

The study discovered that organizational commitment, job happiness, and awareness of alternatives to existing employment were all positively connected with job retention. The capacity of an institution to maintain a steady workforce by keeping valuable personnel is another definition of job retention that can be found in a report from the Society for Human Resource Management (SHRM). According to the study, improving job retention depends on fostering a favorable work atmosphere and offering possibilities for advancement. (David G, 2008).

One of the biggest issues businesses faces in today's cutthroat marketplace is employee retention. Aligning your objectives with the rising desire for a stable work environment where work is equated with personal fulfillment and fulfillment is a major corporate problem. This climate must satisfy basic human requirements. The effects of turnover go beyond just the organization's financial and economic success; they also have an impact on the social ties that have been forged within it. The effects of turnover go beyond just the organization's financial and economic success; they also have an effect on the social ties that have been forged within it. The effectiveness of organizational systems using transactional memory is thus threatened by that turnover. Internal disagreements are no longer shared, which results in a delay in problem solving. As a result, the organization's entire structure is impacted by experienced personnel leaving and new hires joining (Silva et al., 2019).

Another relevant factor for job retention in security forces is the availability of opportunities for career advancement and professional development. Security force members are more likely to stay with an organization that provides clear pathways for promotion, specialized training, and skill development. Offering opportunities for growth and recognizing the accomplishments and expertise of security force personnel can significantly contribute to job retention (Schaufeli et al., 2009).

In the context of security forces, job retention is a critical concern due to the unique challenges and demands associated with the profession. Several factors contribute to job retention specifically within security forces. Recognition and rewards also play a significant role in job retention for security forces. Acknowledging the contributions and achievements of security

force members through formal and informal recognition programs fosters a sense of value and appreciation, increasing job satisfaction and the likelihood of retention (Nielsen et al., 2009).

Employee retention is a problem that cannot merely be solved by keeping records and producing reports. It only depends on how well-informed the employers are about the different issues that worry their workers, and how they assist them in finding solutions when necessary. Every firm invests time and resources to train new hires and get them ready for the corporate world. If such personnel leave the company after receiving all necessary training, the corporation will suffer a complete loss. Once personnel are properly trained, they leave their jobs, leaving the company completely at a loss. The numerous methods taken to ensure that a person stays with a company for the longest possible period of time are considered in employee retention (Gorde, 2019).

Job satisfaction and job retention are related in that job satisfaction is positively associated with job retention (Vandenberghe & Tremblay, 2008). Employees who are happy in their jobs are more likely to stick with their companies over time, whereas those who are not happy in their professions are more likely to leave. Research that has demonstrated that job happiness is an accurate gauge of real turnovers and that job satisfaction is favorably connected to intentions to stay with a company has provided evidence for this association. (Vandenberghe & Tremblay, 2008). For both employees and businesses, the link between job happiness and job retention is crucial. Job satisfaction for employees can result in improved job security and stability as well as more chances for their personal and professional development. Job satisfaction for businesses can result in lower churn, more productivity, and better organizational success (Griffeth et al., 2000).

Work-life balance initiatives are crucial for enhancing employee satisfaction and retention. By offering flexible work arrangements, such as remote work options or flexible hours, organizations enable employees to better manage their personal and professional responsibilities. Family-friendly policies, such as parental leave and childcare support, also contribute to work-life balance. These initiatives are supported by research, as studies by (Agarwal & Gupta, 2018) have found that organizations that prioritize work-life balance experience higher levels of employee satisfaction and retention. When employees have the opportunity to effectively balance their work and personal lives, they experience reduced stress levels, improved job satisfaction, and a greater sense of loyalty towards the organization.

Organizations that proactively implement work-life balance initiatives demonstrate their commitment to employee well-being, which, in turn, fosters a positive work environment and helps retain talented employees.

Recognition, another intrinsic factor, involves acknowledging and appreciating employees' contributions and achievements. Research by Kohn (1993) highlighted the positive impact of recognition on job satisfaction and motivation. Employees who feel valued and recognized for their efforts are more likely to be engaged and committed to their jobs, leading to higher retention rates. Job retention is also correlated with employee engagement, which is the active engagement, excitement, and dedication of employees to their work. Employee retention is better when they are engaged since they are likely to express a feeling of connection, purpose, and happiness in their work (Saks, 2006).

Work-life balance is another important aspect of job retention in the security forces. Given the demanding and often unpredictable nature of their work, providing flexible work arrangements, scheduling considerations, and support for personal responsibilities can contribute to increased job satisfaction and retention rates (Chase, 2023). In the context of security forces, job retention is a critical concern due to the work-life balance of the profession. A study by Koirala (2022) Focused on analyzing job design factors (task variety, feedback, task significance, and task identity) and retention practices in commercial banks in Nepal. The study aimed to survey the link between job design and employee commitment, as well as the impact of retention through compensation on employee commitment. Additionally, the research highlighted the need for targeted strategies to enhance task significance for the age group of 46, in order to increase their engagement and perception of importance within the organization.

Ojha (2016) Examined the factors influencing job satisfaction and retention among teachers in higher education institutions in Nepal. It investigated variables such as salary, job security, professional development opportunities, institutional support, and work-life balance. The study aimed to provide insights into strategies for enhancing job satisfaction and retention in the Nepali higher education sector.

The literature review indicates that many factors help in achieving job satisfaction and retention. The factors may be the type of work assigned to them; work environment, work design, etc. Salary is certainly an important factor but it always doesn't play such a big role as it looks. Non-monetary benefits play a bigger role at large. Not only salary, incentives, and

working conditions are important predictors but also other intrinsic factors such as achievement, recognition, responsibility, and opportunity for personal growth are also important for job satisfaction. Therefore, APF, Nepal has to have intellect think in their HRM system regularly so that it helps in improving the system, and work environment, decreasing job turnover, and finally leading to job satisfaction and job retention.

2.3 Research Gap

The research gap in the field of security agencies is due to the limited availability of appropriate research. The sensitive nature of the information and operations involved hinders access to data and limits the publication of studies. As a result, there is a lack of understanding regarding job satisfaction, retention, and turnover within security agencies. Future research should focus on innovative methodologies and collaboration with security agencies to bridge this gap and gain insights into this important area.

There is no research on job satisfaction and job retention in the APF, Nepal. Most studies have focused on job satisfaction and retention in the general population or in specific industries, such as healthcare, education, and friendliness. Lack of studies on the relationship between job satisfaction and job retention: While studies have examined the factors that influence job satisfaction and job retention separately, there is a lack of research on the relationship between the variables in the context of the APF, Nepal.

Limited research on the impact of organizational culture and leadership on job satisfaction and job retention Organizational culture and leadership are important factors that can influence job satisfaction and job retention. However, there is limited research on how these factors impact the APF, Nepal. Limited research on the impact of compensation and benefits on job satisfaction and job retention Compensation and benefits are important factors that can influence job satisfaction and job retention. Besides this, although there is plenty of research related to job satisfaction and job retention in civilian organizations, limited literature is available in relation to job satisfaction and job retention in security forces around the world. Accordingly, the researcher has not found any relevant research related to job satisfaction and job retention in APF, Nepal.

CHAPTER III

RESEARCH METHODOLOGY

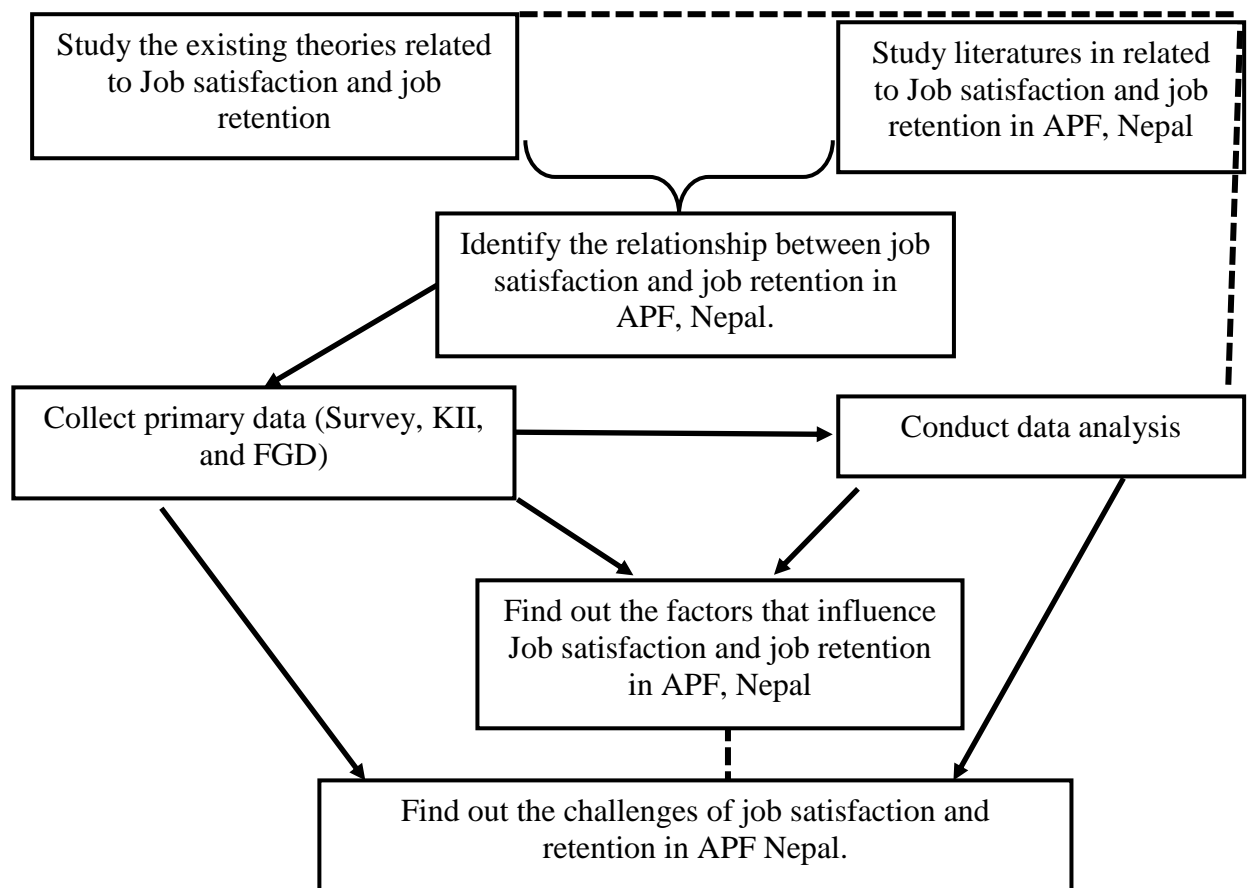
This study endeavors to identify the status of job satisfaction and job retention in Armed Police Force, Nepal. In order to do this, the following research design and methods have been adopted.

3.1 Research Design

This research is designed to clarify the relationship, Influence factor, and challenges of job satisfaction and retention in APF, Nepal. This research has followed a descriptive and analytical research design based on both primary and secondary data used to fulfill the objective of the research.

Figure 3.1

Research Design



Source: The Author own work.

3.2 Data Collection

Both qualitative and quantitative research methods were used for data collection, while views and understanding were also considered for accurate interpretation.

3.2.1 Primary Data

A recommendation letter was received from APF, command, and staff colleges (Appendix “E”) for data collection. Primary data collection is done as follows:

3.2.1.1 Online Survey

A survey questionnaire in both languages (English and Nepali) as of Appendix “A” has been designed to collect primary data from selected ranks and genders of APF personnel. The main medium for the collection of data was Google Forms via the Internet. However, responses, especially from trainees of various officer courses that represent a good sample from all ranks and services, were collected to ensure the reliability and credibility of the primary data collected through the online questionnaire.

3.2.1.2 Key Informant Interview

Qualitative, in-depth KIIs were conducted in line with the questionnaire in Appendix “B”. In KII, both the Security field and civilian intellectuals were selected to understand their views about job satisfaction and retention in APF, Nepal, and possible ways out for improvement. Early retired APF personnel were also chosen to know their motives for leaving the organization. KII was conducted through personal visits, telephone calls, and Google Forms via the Internet.

3.2.1.3 Focus Group Discussion

Focus Group discussions were conducted in line with the questionnaire in Appendix “B”. Details of participants are shown in Appendix "D". Also, FGDs based on the questionnaire were conducted by unit commanders in their respective units (No. 20 Disaster Rescue Battalion and APF Security Base Balaju). The transcript of FGD is presented in Appendix "D".

3.2.2 Secondary Data

Various theories and factors related to job satisfaction have been reviewed to collect data from secondary sources, including books, journals, and articles available online and in libraries. Based on the theoretical analysis, the researcher has identified some factors to analyze and determine the status of job satisfaction and job retention in APF, Nepal.

3.3 Sampling

3.3.1 Sample Size

For the purpose of study, altogether 306 APF, Nepal's personnel from the entire universe of APF, Nepal that includes both male and female from different services, provided their opinion on Google forms questionnaire via online and physical survey.

3.3.2 Sampling Technique

Using both simple random sampling and cluster sampling techniques, the study aimed to ensure a diverse and representative sample of respondents. Simple random sampling helps to ensure the random and unbiased selection of individual participants, while cluster sampling helps to efficiently gather data from different groups or clusters within the population. Out of a total of 306 respondents, 101 are officers, and 205 include both junior commissioned officers (JCOs) and other ranks (ORs). Participants' details, including age, gender, rank, marital status, education level, and years of service, are given in Appendix "A". For other data was utilized purposive sampling, a non-probability technique, to select participants based on specific characteristics relevant to the research question. This deliberate approach allowed the researchers to gather targeted and valuable data, aligning with the study's objectives.

3.4 Study Area and Time

In order to capture a wide range of perspectives, this study utilized Google Forms as online survey the research instrument. The survey was distributed to various units of the APF, Nepal across the country, and ensuring representation from all regions. The initial discussions on the research concerns were held with senior officers, APF academy students, and knowledgeable academics primarily located in the Kathmandu Valley. Specifically, data was collected from the No. 20 Disaster Rescue Battalion in Sinamangal and the APF Security Base in Balaju,

located in the Bagmati Province of Nepal. It is worth mentioning that the Balaju security base is the only unit within the APF that consists of female personnel, making it crucial to include their perceptions in the research. The research was conducted from May to June 2023, allowing for a comprehensive analysis within the specified timeframe.

3.5 Data Analysis

Data collected from both primary and secondary sources was thoroughly examined using appropriate analysis techniques. Quantitative data was managed and analyzed using IBM SPSS computer software programs, while qualitative data from online research was analyzed using Delve, a dedicated qualitative data analysis software. The analysis ensured a comprehensive and reliable study, presenting the data in various descriptive and analytical formats.

3.6 Ethical Consideration

This paper will follow the APA 7th edition and formats. Normally ten principles (Bell & Bryman, 2007) of ethical considerations will compile as a result of analyzing the ethical guidelines, while preparing this paper researcher will follow important principals of ethical consideration. This research participant won't experience any kind of damage. Priority will be given to treating study subjects with dignity. Prior to the trial, participants' informed permission in its entirety will be sought. Participants in study will have their privacy protected. The research data will be kept confidential to a sufficient degree. While conducting research, confidentiality of persons and organizations shall be maintained. The research's goals and objectives may not be misrepresented or exaggerated in any way. Any and all affiliations, funding sources, and any conflicts of interest will be disclosed. The use of inaccurate information of any kind and biased representations of data findings will be avoided.

CHAPTER IV

JOB SATISFACTION AND RETENTION

4.1 General

Satisfaction and retention are critical aspects that organizations prioritize to ensure employee engagement and commitment. By creating a positive work environment, meeting employees' needs, and fostering growth opportunities, organizations aim to minimize turnover and enhance productivity (SHRM, 2023). Key factors such as compensation, career advancement, work-life balance, leadership, and organizational culture play vital roles in achieving job satisfaction and retention. Various theories and research provide valuable insights into the factors that influence these aspects. While each theory may focus on different elements, considering a combination of theories offers a comprehensive understanding of the complex relationship between job satisfaction and retention.

4.2 Theories on Job Satisfaction and Job Retention

Job satisfaction and job retention are important aspects of the achievement and well-being of employees and organizations. Several theories and models explain these concepts. In modern times, scholars around the world have proposed many theories about job satisfaction and job retention. Some of the theories are as follows:

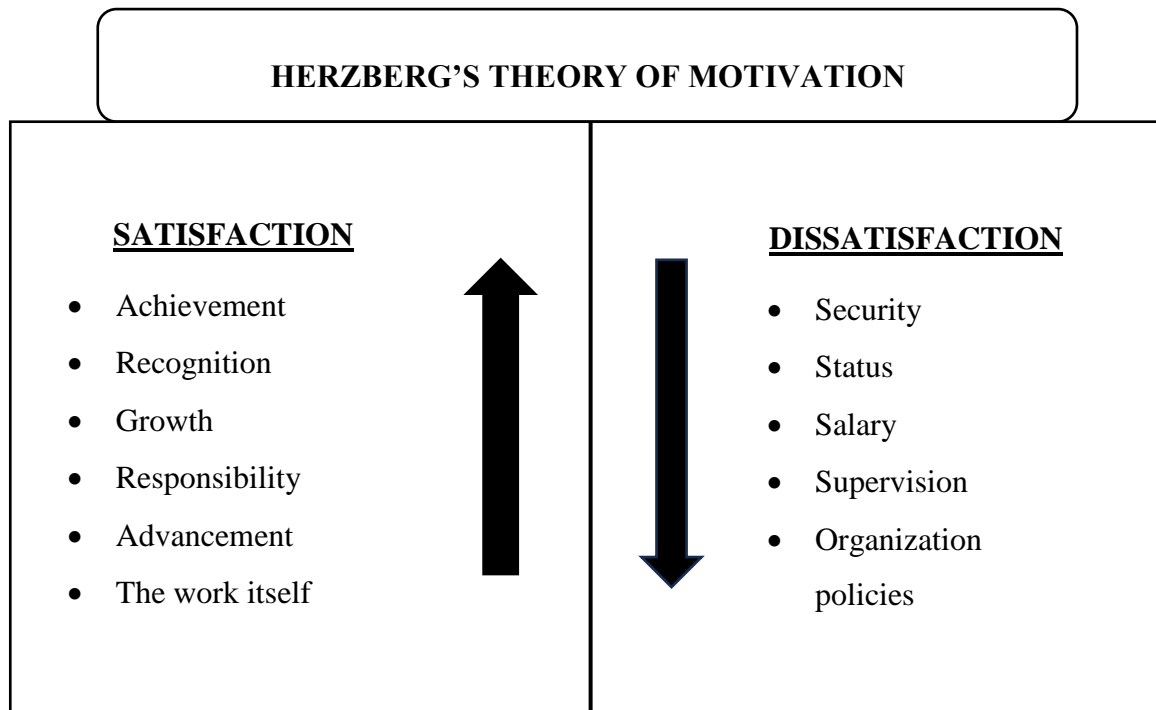
4.2.1 Motivator-Hygiene Theory

One of the earliest theories of job satisfaction is the Job Satisfaction-Dissatisfaction (JSD) theory developed by psychologist Frederick Herzberg in 1959. According to Herzberg's Two-Factor Theory of Motivation-Hygiene, 2022, Two distinct and independent notions that are affected by many factors are job satisfaction and dissatisfaction. Both hygienic considerations and motivators were suggested by Herzberg. In order to prevent unhappiness, hygiene variables like pay, working environment, and job security are essential, but they do not always result in job satisfaction. The elements that affect job happiness include motivators including accomplishment, recognition, and growth possibilities. In contrast to motivators, Herzberg suggested that the absence of hygienic elements would result in job discontent. The

organization must take both of these issues into consideration, which are depicted in detail in Figure 4.1.

Figure 4.1

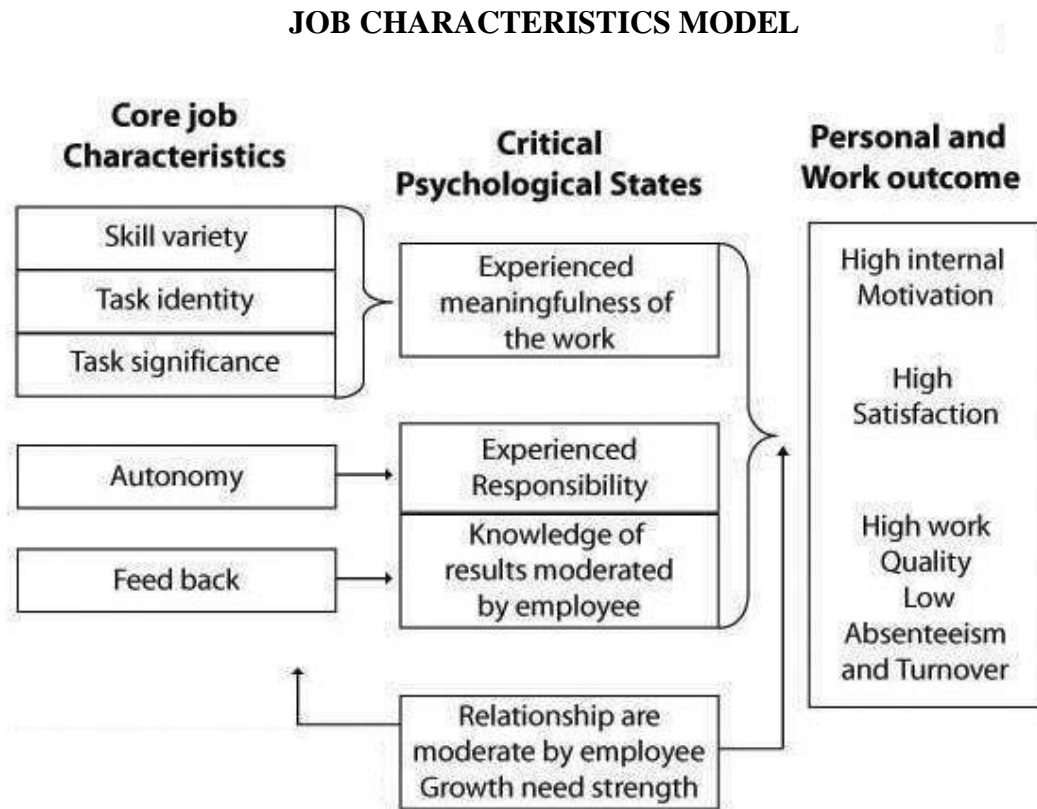
Herzberg's Two-Factor Theory



Source: From Herzberg's Motivation-Hygiene Theory

4.2.2 Job Characteristics Model

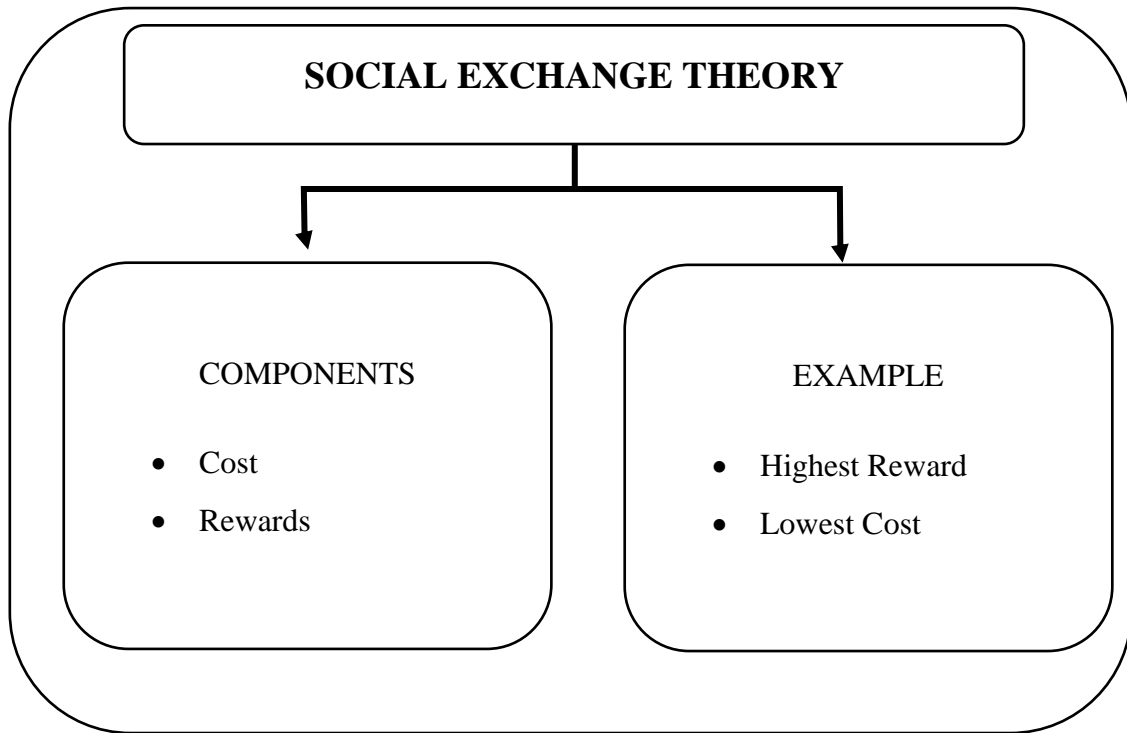
Another theory of job satisfaction is the Job Characteristics Model (JCM) proposed by (Hackman & Oldham, 1976). According to the JCM, the number of opportunities a job provides for meaningful work and personal growth is the key to figuring out how satisfied one is with their profession. The concept proposes five fundamental employment characteristics: skill variety, task relevance, work identity, autonomy, and feedback. When these characteristics exist, staff are more probably to have three psychological states: experienced meaning in the work, experienced accountability for the work's outcomes, and knowledge of the actual outcomes of the work activities. These psychological circumstances lead to higher levels of motivation and job satisfaction. detail in below Figure 4.2.

Figure 4.2*Job Characteristics Model*

Source: From “Job Character Model” by Hackman, J. R., & Oldham, G. R. (1976)

4.2.3 Social Exchange Theory

Homans, (1958) The Social Exchange Theory (SET), created by George Homans in the 1950s, is one of the maximum significant models for job retention. This theory contends that the social interaction dynamics between employees and their employers have an impact on employee retention. Employees evaluate their workplace in terms of benefits and costs, and they will stay with a company if they believe the benefits outweigh the expenses. Salary, perks, chances for advancement, and job security are examples of rewards; workload, stress, and lack of autonomy are examples of costs. Detail is shown below figure- 4.3.

Figure 4.3*Social Exchange Theory*

Source: Social Exchange Theory” by Homans, G. C. (1958)

4.2.4 Job Embeddedness Model

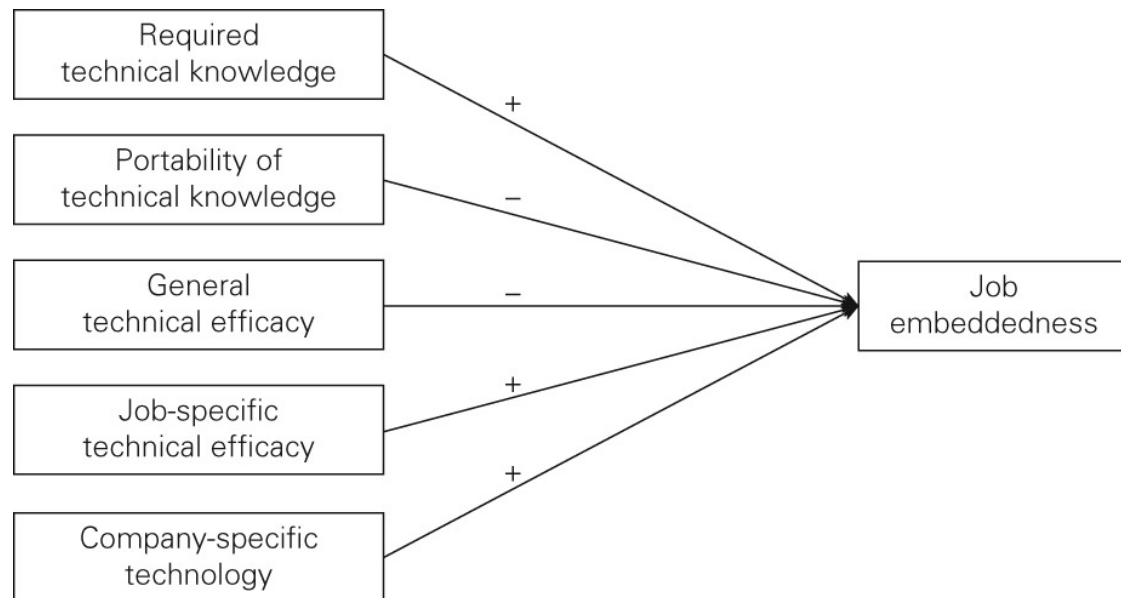
The Job Embeddedness Model (JEM) proposed by (Mitchell et al., 2001) is a comprehensive model that explains job retention by taking into account not only job-related factors but also factors related to an employee's personal life and community. The JEM suggests that job retention is influenced by the degree to which employees are embedded in their job and their community. The model proposes three dimensions of job embeddedness: links, fit, and sacrifice.

Employees' relationships with their coworkers, managers, and the business are referred to as links. Strong connections between a person's profession and community increase a person's sense of commitment to their employer, which lowers the likelihood that they would leave. Fit describes how well a profession and community match a person's values, aspirations, and way of life. Worker retention is influenced by job satisfaction and a sense of belonging, both of which are more likely to occur in individuals who fit well with their jobs and their communities.

When a worker makes a sacrifice, they put their time, energy, and other resources into their work. The more embedded employees are in their job and community, the higher the cost of leaving, which makes them less likely to leave.

Figure 4.4

Job Embeddedness Model



Source: Job Embeddedness Model by Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001).

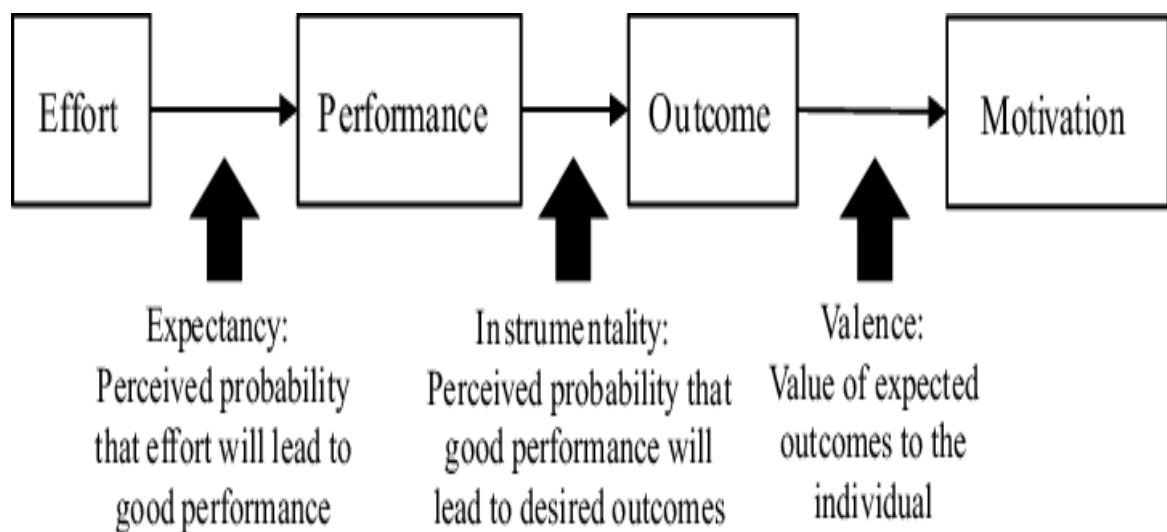
4.2.5 Vroom's Expectancy Theory

Vroom's Prediction A person's conviction that their effort will result in good performance, and high performance will result in rewards, is thought to have an impact on job satisfaction and job retention. According to the hypothesis, employees will be encouraged to put in extra effort and stay with a company if they feel like their efforts will be adequately rewarded (Vroom, 1964). It operates under the premise that humans are driven to reduce pain and maximize pleasure. People consequently tend to behave in ways that will result in the best outcomes, and they also anticipate getting the right rewards. The idea is that employees would be highly motivated if they attached value to the outcome. If people work more, they have a better chance of succeeding and getting that satisfying outcome. This theory explains the relationship

between motivation, effort, and performance using three variables: Expectancy, Instrumentality, and Valence. The interdependence of the three elements means that if one suffers, the others will as well, which will diminish employee motivation. Therefore, in order to achieve the goal, the organization must recognize and resolve the problem (Khan et. al, 2010). Figure-4.5 shows its major elements.

Figure 4.5

Expectancy Theory



Source: From “Expectancy Theory” by Vroom, V. H. (1964).

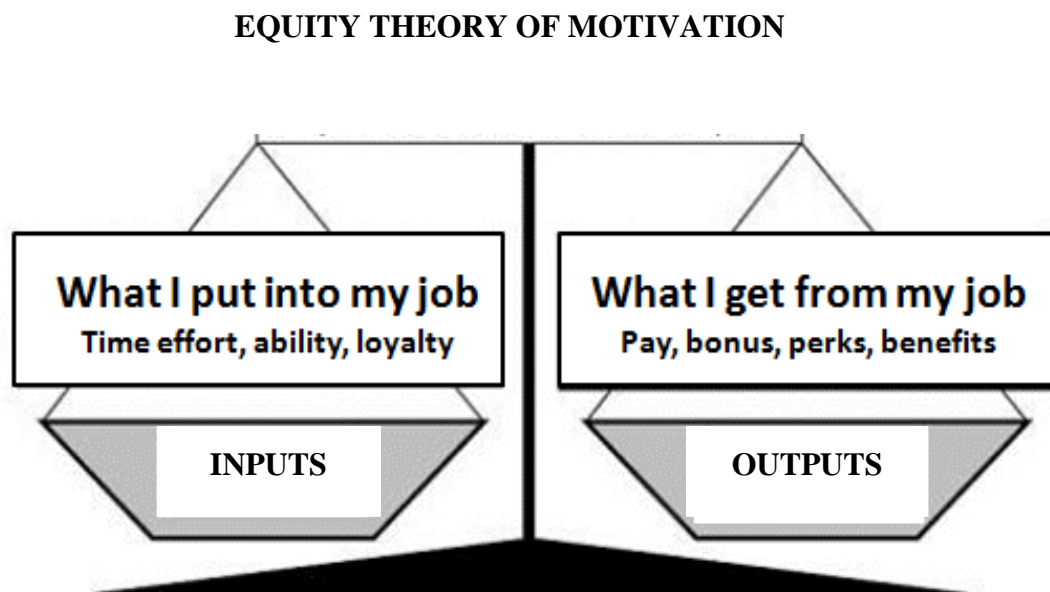
4.2.6 Theory of Equity

The social exchange theory, often known as equity theory, is a social psychological theory that focuses on how people perceive fairness and balance in social connections, particularly when it comes to impacts or trades between individuals. In accordance with the principle, individuals make an effort to engage in a fair and equal manner. Equity theory states that people evaluate their connections by contrasting their inputs and outcomes to those of others. In contrast to outcomes, which are the benefits or advantages gained from the relationship, inputs refer to the contributions made by people, such as their time, effort, abilities, and resources. When faced with similar situations, people evaluate their own input-output ratio and contrast it with others'. According to equity theory, individuals should strive to uphold justice or equity in their interpersonal relationships. They endeavor to balance their inputs and results so that they can

think of their ratio as being equivalent to others' ratios. People who see injustice may experience tension, dissatisfaction, and feelings of injustice; these feelings can lead to a range of cognitive and behavioral responses. Equity theory has been useful in a number of fields, including organizational behavior, social psychology, and interpersonal relationships. It has been applied to examine society perceptions of fairness, motivation, job satisfaction, and conflict resolution, among other things (Adams, 1963).

Figure 4.6

Theory of Equity



Source: From “Theory of Equity” by (Adams, J. S., 1963).

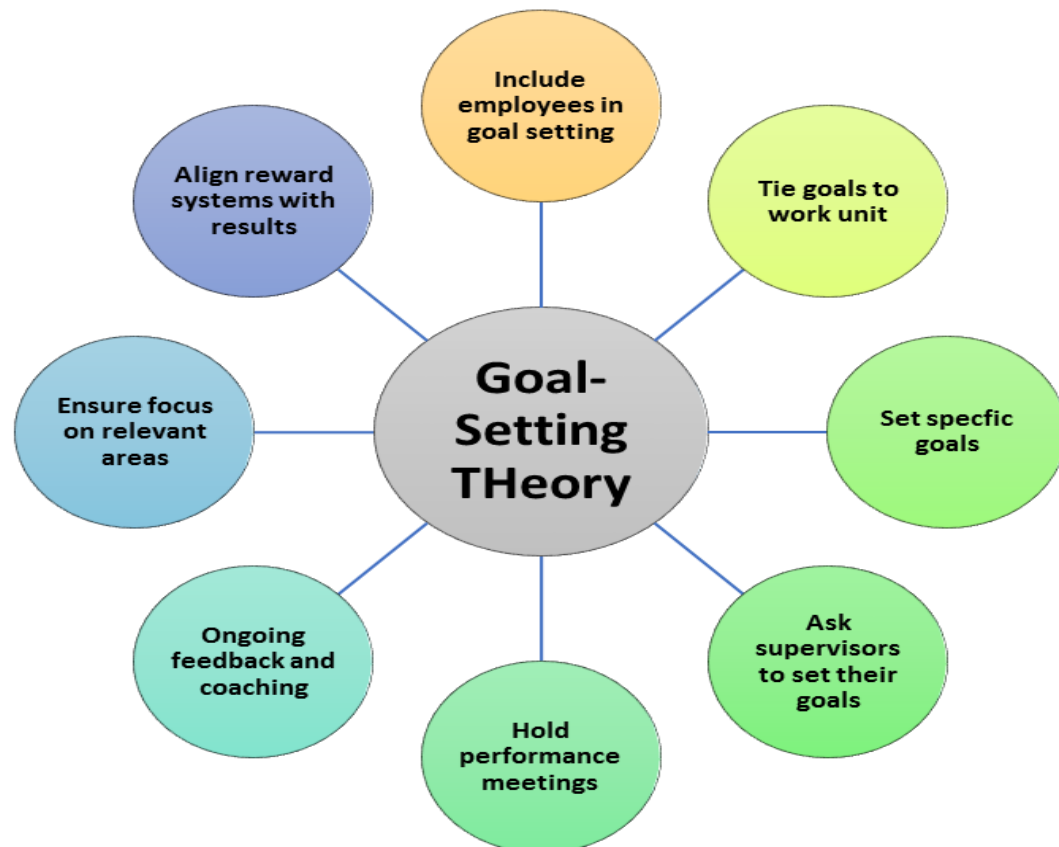
4.2.7 Goal Setting Theory

According to this view, the foundation of organizational success is the use of explicit, quantifiable objectives as opposed to vague goals. According to Edwin A. Locke, who created this theory in 1968, employees are more driven by clearly stated goals and helpful criticism, and they are more likely to achieve these goals when they are specified and measurable. Locke underlined the importance of creating clear goals as well as the notion that employees perform best when given difficult tasks. Employees are inspired to work hard and advance their talents when faced with such difficult goals. As a result, the organization will get favorable feedback

and everyone will feel like they accomplished something. This could then lead to increased employee happiness, efficiency, and assignment (E. A. Locke, 1969). Figure-4.7 shows the mechanisms of this theory.

Figure 4.7

Goal Setting Theory



Source: From “An introduction to theory in Performance Management: Goal Setting Theory,” by (Brudan, 2010).

4.2.8 Theory of Maslow’s Need Hierarchy

This is most extensively discussed theory of motivation and job satisfaction. Based on the human psychology, Abraham Maslow proposed individual’s motivational needs in a five level of hierarchy as depicted in Figure-4.8.

Figure 4.8*Maslow's Hierarchy of Needs*

Source: From “Maslow's Hierarchy of Need,” by (McLeod, 2007).

Once a need is met, the individual attempts to satisfy higher-level needs, according to this notion. For an individual's survival, the initial physiological demands include things like food, water, shelter, clothing, sex, rest, and other necessities of life. These needs have been deemed the most important by Maslow in relation to others. A human looks for wants for safety and security after their basic needs have been met. The family, the state, and society all have a role to play in meeting these needs. Feelings of love and belonging now fall under the third category of human wants. People desire companionship, community, and interpersonal connections with others. Maslow's hierarchy also includes esteem needs, which place a high value on achievement and prestige. An individual looks for respect for himself, such as dignity, success, and independence. Similarly, the need for respect or reputation from others becomes crucial for fulfillment. Realizing one's greatest potential and finding contentment in oneself are the last

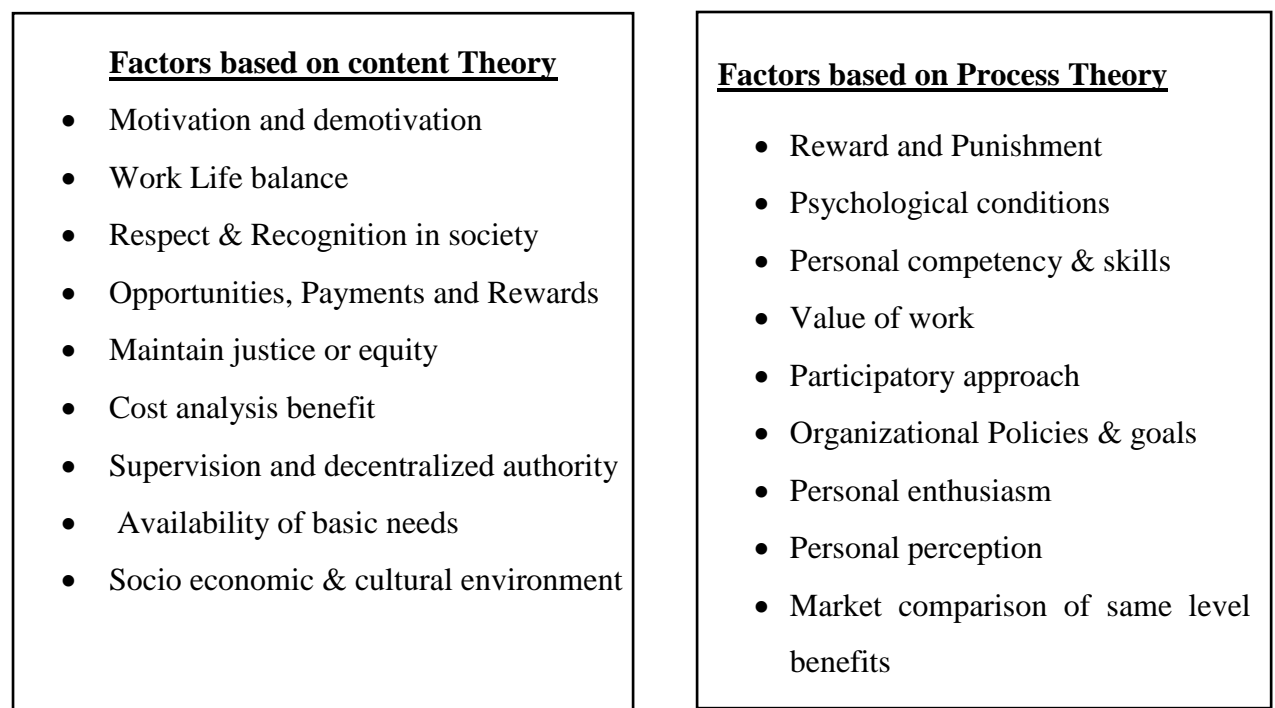
and highest levels of need. This phase of self-actualization, according to Maslow, is the desire to fulfill all of one's potential (Abedi & Mazruee, 2010). Overall, according to this theory; Job satisfaction is determined by how well the job meets individual's needs and expectations.

4.3 Common Factors Affecting Job Satisfaction and Retention based on Theories

The content and process theories covered above have together argued for causes of both job satisfaction and dissatisfaction. According to the core of these ideas, elements such as the socioeconomic environment, culture, and personal factors as well as organizational and organizational factors affect employee motivation and job satisfaction. Regarding the variables influencing job satisfaction and job retention for any firm, the following Figure best captures the core of the two ideas previously addressed.

Figure 4.9

Factors of Job Satisfaction and Retention



Source: The Author own work

4.4 Factors Related to Job Satisfaction and Job Retention in APF, Nepal

Employee retention is greatly influenced by job satisfaction because contented workers are more inclined to stick with a company. The favorable connection between job satisfaction and retention in employment has been shown in numerous studies. For instance, Tett and Meyer (1993) showed that employees were more likely to remain in their jobs if they reported higher levels of job satisfaction. Turnover rates are directly influenced by job satisfaction. Employees who are satisfied with their employment status are unable to look for work elsewhere. Numerous factors influence work satisfaction and retention, which increase stability and continuity within the business. Following are some factors that can impact and are related to job satisfaction and retention at the APF, Nepal, based on the review of various literature and KIIs.

4.4.1 Compensation and Benefits

The adequacy and fairness of salary and allowances have a significant impact on job satisfaction and retention. Employees who feel adequately compensated for their work are more likely to be satisfied and motivated (Kristie, 2016). In the APF, Nepal, pay and benefits have a significant impact on employee job satisfaction and retention. Competitive salaries, financial rewards, and comprehensive compensation packages that include healthcare insurance, retirement plans, and favorable leave policies contribute to a sense of security and well-being among employees. A fair and equitable distribution of pay and benefits, in line with market norms and regularly assessed, is crucial for attracting and retaining qualified and motivated personnel in the APF, Nepal. Ensuring employee satisfaction through adequate compensation is essential for promoting retention and maintaining a skilled workforce.

4.4.1.1 Salary and Allowances

The adequacy and fairness of salary and allowances have a significant impact on job satisfaction and retention. Employees who feel adequately compensated for their work are more likely to be satisfied and motivated (Khalid, 2011).

4.4.1.2 Benefits and Perks

Additional benefits and perks, such as healthcare coverage, retirement plans, vacation leave, and other fringe benefits, contribute to job satisfaction and retention. Employees who receive

comprehensive benefits are more likely to be satisfied with their jobs (Elsahoryi et al., 2022). Prioritizing the well-being of APF, Nepal's personnel is essential for job satisfaction and retention. This includes addressing physical, mental, and emotional health needs. Implementing wellness programs, providing access to counseling services, and promoting work-life balance contribute to the overall satisfaction and retention of personnel.

4.4.1.3 Incentives and Rewards

Providing performance-based incentives and rewards can enhance job satisfaction and retention. Recognition programs, bonuses, and other forms of incentives motivate employees and create a sense of value for their contributions (Jehanzeb et al., 2012). Incentive and rewarding the contributions and achievements of APF, Nepal personnel can significantly impact job satisfaction. Acknowledging their efforts through incentives, awards, and public recognition creates a sense of appreciation and boosts morale, leading to higher job satisfaction and retention.

4.4.1.4 Promotion Opportunities

Employees who see growth prospects and potential career advancement within the APF, Nepal are more likely to be satisfied and committed. Having clear and fair promotion opportunities is crucial for job satisfaction and retention (Judge et al., 1995). To enhance job satisfaction and improve job retention, the APF, Nepal needs to ensure that promotion opportunities are fair, transparent, and based on objective criteria. Clear guidelines, performance evaluations, and merit-based assessments should be established to determine eligibility for promotions. Providing training and development opportunities to build the necessary skills and competencies for higher positions can further enhance promotion prospects.

4.4.1.5 Performance-based Pay

Linking pay to performance can positively impact job satisfaction and retention. Employees who perceive that their performance is recognized and rewarded through a performance-based pay system are more likely to be satisfied and motivated. This influential study examines the relationship between performance-based pay and productivity. It demonstrates that performance-based pay systems can increase job satisfaction and retention by providing employees with tangible rewards for their performance (Lazear, 2000).

4.4.2 Organizational Support and Leadership

These Factor emphasize the significance of organizational support and leadership in influencing job satisfaction and job retention. The importance of creating a supportive work environment, providing resources and guidance, and promoting effective leadership practices(Podsakoff et al., 2000). Effective leadership plays a serious role in job satisfaction and retention. Leaders who demonstrate empathy, mentorship, and support create a positive work environment. They provide guidance, listen to concerns, and advocate for their team, which fosters a sense of trust and loyalty among APF, Nepal personnel. Also, A satisfied workforce contributes to a positive organizational reputation. When APF, Nepal personnel express job satisfaction, it attracts prospective candidates and reinforces the perception that the organization values its employees. This, in turn, helps in attracting and retaining high-quality talent.

4.4.3 Career Development

These variables shed light on the importance of professional growth in affecting work satisfaction and job retention. They emphasize how crucial it is to give staff members opportunities for professional development and a sense of security in their jobs. Possibilities for career growth and promotion, as well as perceived work security, have an impact on employment satisfaction and retention (Trevor & Nyberg, 2008). Job satisfaction is closely tied to opportunities for career advancement within the APF, Nepal. When personnel perceive a clear path for growth and promotion, they are more possible to stay with the organization. Providing training programs, mentorship, and clear criteria for career progression can contribute to higher job satisfaction and increased job retention.

4.4.4 Work-Life Balance

Parental leave, flexible work schedules, and childcare assistance are just a few family-friendly practices that can help employees feel satisfied at work and stay with the company. Furthermore, employment satisfaction and retention may be impacted by the capacity for flexible scheduling, schedule control, and effective management of personal obligations. Job satisfaction and retention may be impacted by juggling work and family obligations, including flexible work schedules (T. D. Allen et al., 2000). For job satisfaction and retention, it's crucial to support a healthy work-life balance. The APF in Nepal can put in place rules and procedures

that support work-life harmony, like flexible work schedules, parental leave, and wellness initiatives. People are more satisfied and committed to the organization as an entire when they have time for their personal and family obligations.

4.4.5 Training and Development

Specifically on worker training and improvement. It explores how training programs can contribute to job satisfaction by improving employees' skills, knowledge, and abilities, thereby increasing their engagement and retention. Adequate training and development opportunities contribute to job satisfaction and retention by enhancing skills, knowledge, and career advancement prospects (Noe & Kodwani, 2018). Offering opportunities for continuous learning and skill development contributes to job satisfaction and retention. Providing training programs, workshops, and educational support enables APF, Nepal personnel to enhance their knowledge and capabilities, making them feel valued and invested in their professional growth within the organization.

4.4.6 Job Security

Job security refers to an employee's perceived assurance about the continuity of their employment within an organization. It involves the confidence that one's job will not be jeopardized in terms of layoffs, downsizing, or job instability. Perceived job security and stability are crucial factors in job satisfaction and job retention. Employees feeling secure in their positions fosters a sense of loyalty and assurance to the organization (Judge et al., 2001). Job security is a crucial factor affecting job satisfaction and retention within the Armed Police Force, Nepal. APF, Nepal personnel seek assurance and stability in their employ, knowing that their positions are safe. Job security provides a sense of stability, reduces anxiety about future employment prospects, and enables individuals to plan for their future. When staffs feel safe in their jobs, they are extra probable to be satisfied, committed, and dedicated to their work. Conversely, an absence of job security can lead to dissatisfaction and a higher turnover rate as personnel may seek more stable employment opportunities elsewhere. Therefore, ensuring job security through transparent policies and practices is vital for enhancing job satisfaction and improving job retention within the APF, Nepal.

4.4.7 Organizational Culture

Shared values, beliefs, traditions, and practices inside an organization that influence how people act and think are referred to as its organizational culture. It symbolizes the organization's overall identity and personality. A healthy organizational culture encourages a sense of inclusion and belonging among workers. People are extra probable to be satisfied with their jobs and stay in them if they feel valued, respected, and connected to the company and their coworkers. Job satisfaction is increased by a corporate culture that values employee contributions and accomplishments. Employees are extra probable to be satisfied and driven to remain in their positions when they feel valued and appreciated for their work. Employee happiness is increased by a welcoming environment that fosters cooperation, teamwork, and respect (Schein, 2010). The organizational culture within the APF, Nepal including values, norms, and practices, can significantly impact job satisfaction and retention.

4.4.8 Work Environment

The physical conditions of the work environment, such as the accommodation, equipment, and facilities, can impact job satisfaction. A comfortable and well-equipped workspace promotes job satisfaction and enhances employees' overall work experience. The level of safety and security within the work environment is also essential for job satisfaction and retention. When employees feel harmless and protected in their job environment, they are extra probable to be fulfilled and willing to continue their employment. Excessive workload, long working hours, and inadequate time for personal life can negatively impact job satisfaction and increase the likelihood of turnover. Conversely, a manageable workload and supportive work-life balance policies contribute to job satisfaction and encourage employees to stay in their roles. A conducive work environment that is safe, healthy, and well-maintained is essential for job satisfaction and retention. Factors such as physical working conditions, equipment availability, and organizational policies contribute to overall employee satisfaction (Warr et al., 1979).

4.4.9 Recognition and Rewards

Recognizing and acknowledging employees' contributions, achievements, and efforts is crucial for job satisfaction. When workers feel respected and valued for their work, it enhances their motivation, job engagement, and overall job satisfaction. Recognition can take various forms, such as verbal approval, written gratitude, public greeting, or rewards. Reward can provide

economic rewards, such as performance-based bonuses, salary increases, or incentive programs, can positively impact job satisfaction and retention. When employees perceive their efforts are recognized and rewarded financially, it motivates them to stay with the organization and continue performing at a high level. Also, Non-monetary prizes, such as certificates, plaques, symbolic gifts, or extra time off, also contribute to job satisfaction and retention (Armstrong, 2010). These rewards recognize employees' accomplishments and demonstrate that their efforts are valued by the organization. Acknowledging and rewarding employees' achievements and contributions can positively impact job satisfaction and retention. Acknowledgment programs, performance-based incentives, and opportunities for advancement are important motivators (Lawler III, 2000).

4.4.10 Promotion Opportunities

Promotion opportunities refer to the chances and avenues for employees to advance in their careers within an organization. Providing promotion opportunities is an essential factor in influencing job satisfaction and job retention. Promotion opportunities allow employees to move up the hierarchical ladder within an organization. It involves granting employees higher-level positions with increased responsibilities, authority, and rewards. Career advancement provides a sense of progression, growth, and achievement, which can significantly impact job satisfaction and increase the likelihood of job retention (DeCotiis & Summers, 1987). They also define Organizations need to establish clear and transparent promotion criteria and Performance-based promotions to ensure fairness and equity. Clearly defined criteria based on performance, skills, qualifications, and potential help employees understand what is estimated of them to be considered for promotion. Transparent promotion processes foster trust and motivation among employees and reduce the likelihood of favoritism or bias. It demonstrates that promotion opportunities positively affect job satisfaction and, consequently, increase job retention.

4.4.11 Transparency

Transparency refers to the extent to which information, decisions, and processes are accessible, clear, and easily understood by employees. It involves open communication, sharing of relevant information, and minimizing hidden agendas or secretive practices within the organization. Transparent organizations foster trust, understanding, and employee involvement in decision-making (Colquitt et al., 2001) In addition to general factors, job satisfaction in APF, Nepal also

depends on factors such as training standard, security environment, age, seniority, experience and education level of APF, Nepal personnel (Abedi & Mazruee, 2010).

4.4.12 Age, Experience, and Maturity

Age, experience, and maturity are personal factors that significantly influence job satisfaction and retention within the APF, Nepal. As individuals progress in their careers, their level of experience and maturity increases, allowing them to better navigate challenges, make informed decisions, and handle responsibilities effectively. Older and more experienced personnel may have a deeper understanding of organizational dynamics, possess valuable skills, and exhibit greater adaptability. Their accumulated knowledge and expertise contribute to job satisfaction and make them valuable assets, enhancing their likelihood of remaining committed to the APF, Nepal for the long term.

4.4.13 Education Level

The education level of APF, Nepal personnel is a personal factor that can significantly influence job satisfaction and job retention. Higher levels of education often correlate with better job opportunities, career advancement prospects, and the ability to perform complex tasks. APF, Nepal personnel with higher education levels may have a greater sense of fulfillment and job satisfaction due to their increased knowledge and skills. Additionally, they may be extra possible to seek continuous learning and professional development opportunities, which can contribute to job retention by providing a sense of growth and progression within the organization.

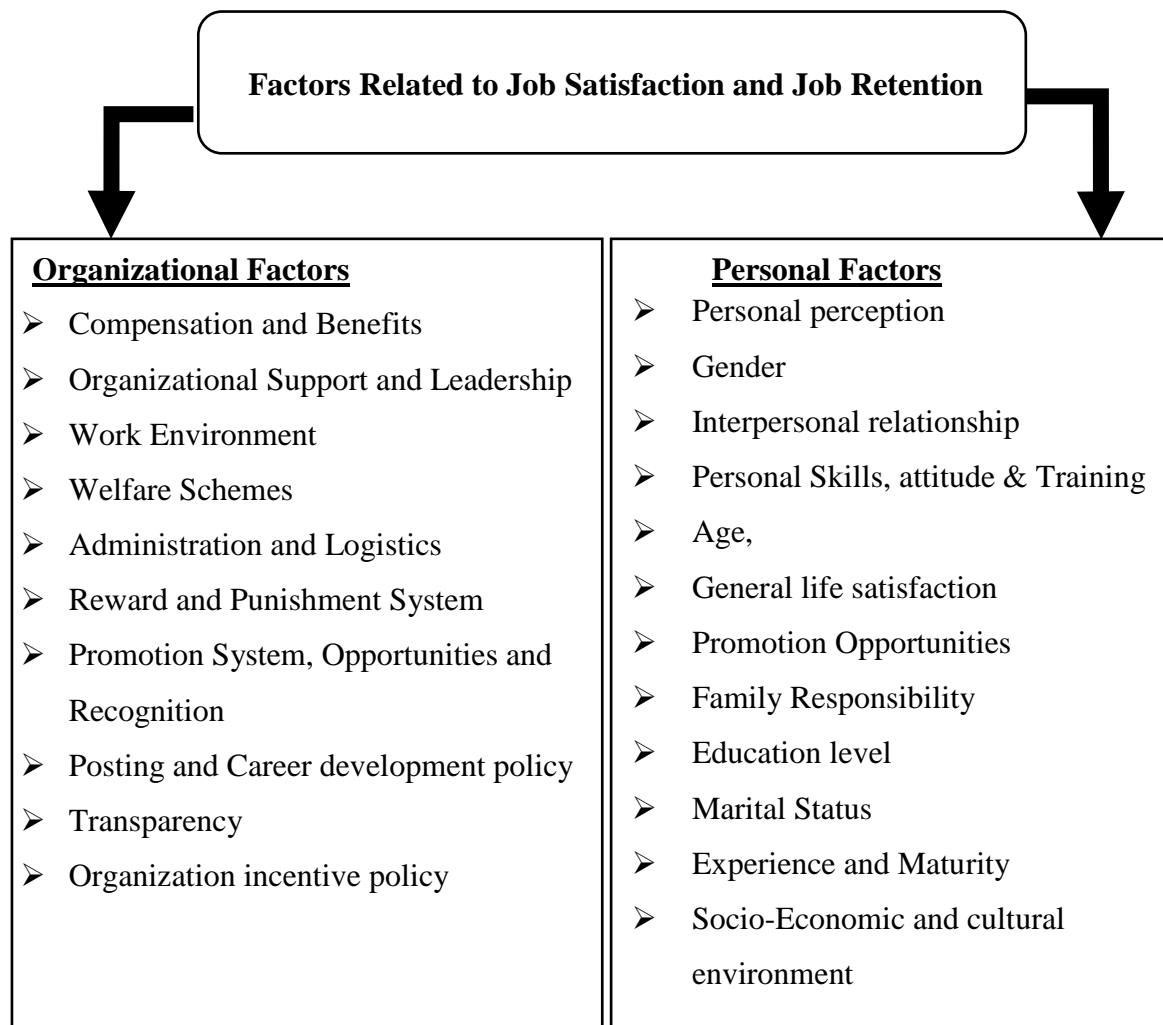
4.4.14 General Life Satisfaction

General life satisfaction, as a personal factor, plays a significant role in influencing job satisfaction and job retention among APF, Nepal personnel. Life satisfaction states to an individual's overall evaluation and subjective perception of their life circumstances, including their personal well-being, happiness, and contentment (Pavot & Diener, 1993). When individuals experience a high level of general life satisfaction, it positively impacts their attitudes and perceptions towards their work and careers. A high level of general life satisfaction enables APF, Nepal personnel to better cope with the challenges and demands of their work, as they have a sense of balance and fulfillment in their personal lives. It enhances their overall sense of well-being, which in turn positively affects their job satisfaction and commitment to their role within the APF, Nepal.

The above-mentioned factors mainly focus on compensation and benefits, organizational support and leadership, work environment, welfare schemes, administration and logistics, reward and punishment systems, promotion systems, opportunities and recognition, posting and career development policies, transparency, and organizational culture. These factors play a crucial role in shaping the satisfaction and commitment of APF, Nepal personnel to their jobs and the organization. Factors related to job satisfaction and retention are all mentioned below in the figure.

Figure 4.10

Factors Related to Job Satisfaction and Job retention in APF, Nepal



Source: The Author own work

4.5 Relation with Job Satisfaction and Job Retention

Job satisfaction is influenced and related by a range of factors mentioned above; if those factors are positive or balanced, job retention is in good condition. Job satisfaction and job retention are crucial aspects for any organization as they directly impact the productivity, morale, and overall success of the workforce. Job satisfaction refers to an individual's level of contentment and fulfillment with their job. It encompasses various factors, including work environment, compensation, job autonomy, opportunities for growth and development, work-life balance, and the relationship with colleagues and superiors. When employees are satisfied with their job, they are more likely to be motivated, engaged, and committed to their organization. Research studies have consistently shown a positive correlation between job satisfaction and various outcomes, such as increased job performance (Judge et al., 2001), reduced absenteeism (Farrell & Rusbult, 1981), and higher organizational commitment (Mathieu & Zajac, 1990).

Job retention refers to an employee's decision to remain with an organization over an extended period. It is influenced by factors such as job satisfaction, organizational culture, career opportunities, work-life balance, and the perceived cost of leaving the job. Studies have indicated that job satisfaction significantly affects job retention. When employees are satisfied with their job, they are more likely to remain loyal to the organization, reducing turnover rates and associated costs (Tett & Meyer, 1993). High levels of job satisfaction contribute to increased organizational commitment, which in turn leads to higher job retention (Mowday et al., 1979). Furthermore, job retention is positively associated with organizational stability, knowledge retention, and continuity of operations. It allows organizations to build a talented and experienced workforce, fostering long-term success and growth.

Job satisfaction and job retention are closely related, as individuals who are satisfied with their jobs are more likely to stay with the organization. Several theories and research studies support this relationship. According to Herzberg's theory, job satisfaction and dissatisfaction are influenced by different factors. Satisfaction factors, also known as motivators or intrinsic factors (e.g., recognition, growth opportunities), contribute to job satisfaction and are associated with increased job retention (Herzberg, 1968).

The Job Characteristics Model provides a theoretical framework to understand how job design factors, such as skill variety, task uniqueness, task implication, and autonomy, impact job

satisfaction and job retention. When employees experience greater satisfaction through these job characteristics, they are extra likely to stay in their jobs, contributing to higher job retention rates (Hackman & Oldham, 1976). Social exchange theory suggests that individuals engage in a give-and-take relationship with their organization. When employees experience high stages of job satisfaction, they perceive a positive exchange relationship, leading to increased commitment and higher likelihood of job retention (Eisenberger et al., 2020).

Job embeddedness theory posits that employees' connections and investments within their job and community influence their job satisfaction and retention. Factors such as social connections, fit with the organization, and availability of alternatives can impact both job satisfaction and the likelihood of leaving the job (Mitchell et al., 2001). Expectancy theory suggests that individuals are motivated and satisfied when they trust that their energies will lead to desired outcomes. When employees perceive a strong link between job satisfaction and desired outcomes, such as rewards or career advancement, they are more likely to remain in their careers (Vroom, 1964).

Equity theory suggests that individuals compare the relation of their efforts to outcomes with the ratio of others in similar positions. When employees perceive a fair and equitable distribution of rewards and resources, it leads to higher job satisfaction and increased likelihood of job retention (Adams, 1963). According to the Goal Setting Theory, job satisfaction and retention have a direct correlation. According to this hypothesis, setting measurable, difficult goals can inspire people, increase job satisfaction, and increase the likelihood that they will stay in their current positions (E. A. Locke & Latham, 1990). Low job satisfaction in the meantime causes a chain reaction of more absenteeism and decreased morale inside the firm. Workplace discontent is linked, on an individual level, to a strong desire to avoid work, increased workplace stress, and the emergence of a number of psychological and physical issues. The effect of such work unhappiness will be felt directly in the retention of jobs. So, the relationship between work satisfaction and job retention is straightforward.

The association between job satisfaction and job retention has been shown in numerous research to be positive. Staff members are more likely to be committed to the organization, feel less stress and burnout, and have better levels of motivation when they are happy in their jobs. These elements support higher employee retention rates (Mobley et al., 1978).

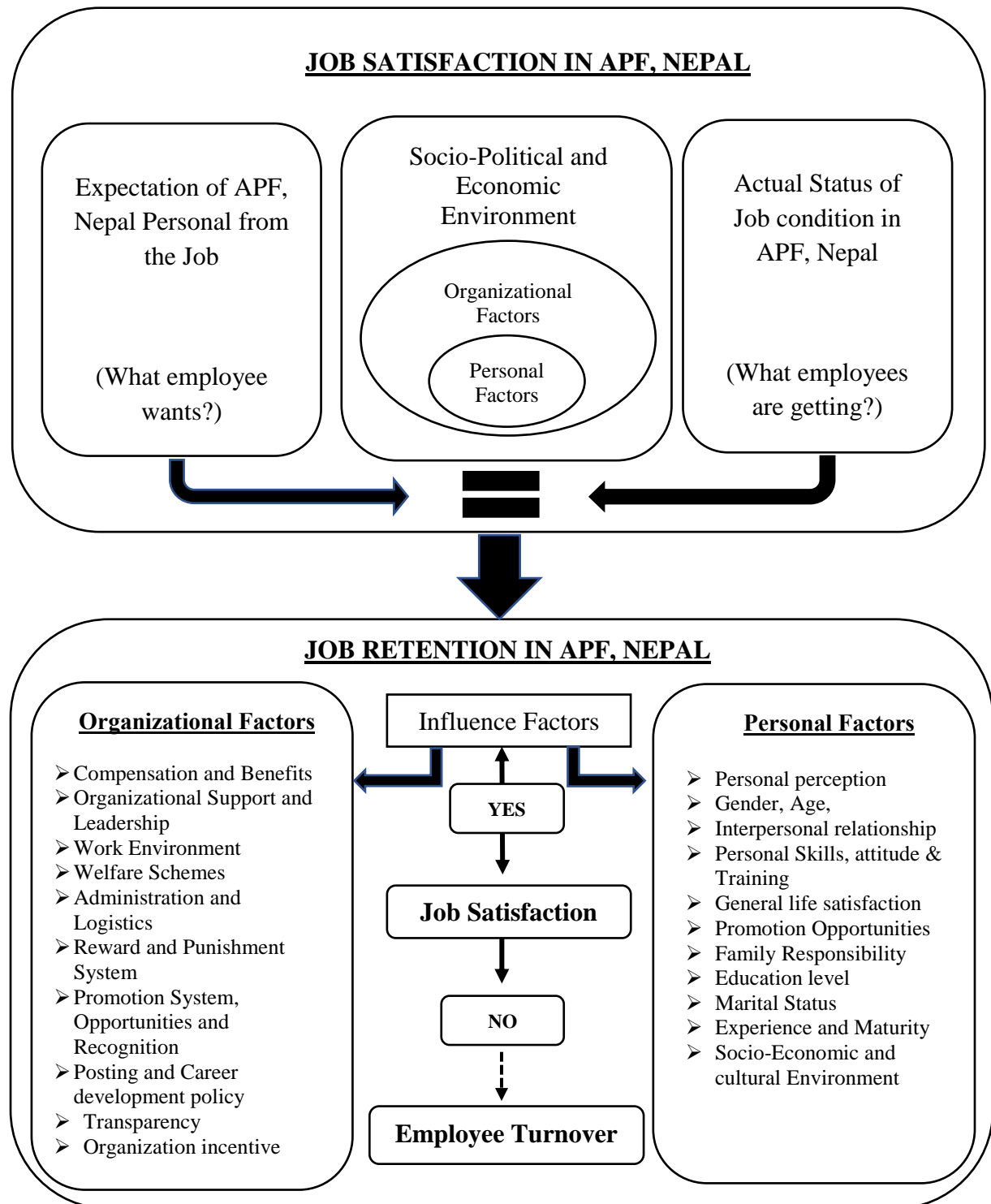
Turnover intention, or the goal of a person to quit their current position, is adversely correlated with job satisfaction. Employee satisfaction lowers the likelihood that they may express a desire to quit their positions. Additionally, it has been shown that higher ratings of job satisfaction are linked to lower real turnover rates, implying that contented employees are more likely to stick with their company (R. W. Griffeth et al., 2000).

A person's attitude and devotion at work, which ultimately aid organizational success, are indeed factors in satisfaction with one's job. Based on the review of various literature and KIIs, mainly Compensation and Benefits, Career Development Opportunities, Work-Life Balance, Supportive Work environments, Recognition and Rewards, Job Security, Leadership and Management Support, Organizational values, and Culture and Welfare are the major related factors to job satisfaction and Job Retention in APF, Nepal.

4.6 Conceptual Framework of the Study

The applied conceptual framework developed for the research on factors affecting job satisfaction in APF, Nepal, and its relation to job retention and Herzberg's Two-Factor Theory of Motivation-Hygiene, and J. Stacey Adams' equity theory of motivation serves as a roadmap for the study. It guides researchers in organizing and interpreting data while providing a structure for generating insights. By framing research questions and guiding methods, this framework aids in understanding the current status of job satisfaction and its impact on job retention in the context of APF, Nepal.

As depicted in the Figure below, both personal and organizational factors, influence the job satisfaction status of APF, Nepal personnel; however, personal factors play an important role among them. In order to identify the status of job satisfaction, it is necessary to identify the relationship between expectations from the job and current job conditions. If both are equal, then there is satisfaction. However, if the level of expectation does not match and is lower than current job conditions, then APF, Nepal's personnel will be dissatisfied, which will increase employee turnover. In addition, the literature review in Chapter II and the above-mentioned Chapter IV have established the fact that job satisfaction is directly related to job retention in APF, Nepal. If the troops are satisfied with the job, this will have a positive impact on the job retention of APF, Nepal. In the framework, all influencing factors are mentioned as having a positive impact on Job retention in APF, Nepal.

Figure 4.11*Applied Conceptual Framework to the Study**Source: Adapted and modified from Herzberg's Two-Factor Theory*

4.7 Summary

In an organizational setting, job satisfaction and job retention are tightly related. Job retention is the ability of a business to keep individuals on staff over time, whereas job happiness is a person's subjective assessment of their job. Job satisfaction and retention are positively correlated, according to above theory and data research. Employee commitment to the organization, intention to leave the organization, job embedding, and employee engagement are all likely to grow when workers are happy in their positions. Because contented employees are less likely to leave the organization on their own, these variables help to enhance employment retention rates. Prioritizing employee happiness can help organizations cultivate a more dependable and committed workforce, which will eventually boost their success.

In this chapter, conducting a comprehensive review of various theories, literature, and key informant interviews, it has been found that several factors significantly impact and related to job satisfaction and retention in the context of APF, Nepal. These factors include Compensation and Benefits, Career Development Opportunities, Work-Life Balance, Supportive Work Environments, Recognition and Rewards, Job Security, Leadership and Management Support, Organizational Values, culture, and Welfare.

CHAPTER- V

SOCIO-ECONOMIC FACTORS

5.1 General

The lack of a standardized scale to assess an organization's work satisfaction has been clearly stated. The degree of employees' job happiness was difficult to assess precisely, according to academics and managers of various commercial enterprises. To gauge job happiness, however, a variety of indicators could be utilized (Spector, 1997). In the current study, numerous modifiers of antecedent-turnover correlations are found. To find out how to improve job retention, these findings' implications for theory and practice are examined. (R. W. Griffeth et al., 2000) the foundation of this entire chapter is primary information gathered from relevant APF, Nepal, departments of the Nepalese government, surveys, focus groups, and key informant interviews. These data have been assessed with reference to the components or indicators described in the preceding chapter to understand the current job satisfaction and retention situation in APF, Nepal. APF, Nepal.

5.2 Socio-Political Environment of Nepal

The socio-political environment of Nepal encompasses various aspects of society and politics within the country. Nepal, located in South Asia, has a rich history and cultural diversity. It is known for its unique blend of Hinduism and Buddhism, as well as its stunning natural landscapes, including the Himalayan Mountain range. Nepal has a long history that dates back thousands of years. It was ruled by various dynasties and kingdoms until the establishment of the Shah dynasty in the 18th century. The monarchy ruled Nepal until 2008, when the country transitioned into a federal democratic republic following a decade-long Maoist insurgency (Mitra et al., 2006).

Almost every political system that has existed in Nepal over the past 70 years has failed to preserve stability or advance the country's economy as promised. Nepal experienced a volatile sociopolitical environment as it transitioned from a monarchy to a federal democratic republic. In the previous 31 years, the nation has had 28 different governments, but it has remained a victim of minor political parties, which has stymied the achievement of any substantial developmental progress (Silwal, 2021). Similarly unfavorable for preserving political stability

is the outcome of the general election in 2022. Across all industries, including APF, Nepal, worker satisfaction is negatively impacted by the general discontentment of Nepal's populace with the unstable political environment of the nation.

With over 100 different ethnic groups and languages, Nepal is a country that values social inclusion. Social interactions and hierarchies have historically been significantly shaped by the caste system. However, initiatives have been taken to encourage social inclusion and deal with issues of prejudice and inequality. Access to fundamental services including infrastructure, healthcare, and education continues to be problematic, especially in rural areas. The government is attempting to enhance these services and encourage equitable growth (Drucza, 2016).

Nepal's political system is based on a federal democratic republic. The country is governed by a multi-party system, with a president as the head of state and a prime minister as the head of government. The political landscape is characterized by a diverse range of political parties representing different ideologies and interests. Nepal has experienced political instability due to frequent changes in government, coalition politics, and ideological differences among political parties(Pradhan et al., 2012).

The fast modernization, urbanization, access to education, impact of western culture, rise of social media, and availability of many possibilities both inside and outside the nation have similarly caused significant changes in Nepal's sociocultural dynamics (Paudel, 2022) . The expectations of every Nepali citizen, including APF, Nepal staff, have increased as a result of these sociocultural changes. For both academic and job purposes, the youth population is currently more drawn to foreign countries. Such an attraction significantly increased brain emigration and reduced Nepal's access to young, active people. APF, Nepal is likewise having a difficult time keeping its employees working in such a political and social environment. Nepal's socio-political environment is shaped by diverse ethnic groups, historical events, and a transition to a federal democratic republic. It faces challenges of political instability, governance issues, ethnic tensions, and economic disparities while striving for inclusive governance and sustainable development.

5.3 Economic Environment of Nepal

The economic environment of Nepal is characterized by reliance on agriculture, efforts to diversify sectors like tourism and manufacturing, challenges of political instability and limited infrastructure, and disparities in income distribution. Progress has been made in recent years, with improving economic indicators and a focus on sustainable development. The economic environment of Nepal plays a crucial role in shaping the country's development, growth, and overall well-being of its people. Nepal is classified as a low-income country, with agriculture being a significant contributor to its economy. However, the country faces several economic challenges that impact its progress. Agriculture is a vital sector in Nepal's economy, employing a significant portion of the population and contributing to the country's GDP. It includes the cultivation of crops, livestock farming, and forestry. Key agricultural products include rice, maize, wheat, vegetables, and fruits. According to data from the World Bank, agriculture accounted for approximately 21.3% of Nepal's GDP in 2022 (World Bank, 2023). Nepal's manufacturing sector is relatively small but has been growing steadily over the years. It comprises industries such as textiles, garments, handicrafts, cement, and metal products. The industrial sector has the potential for further development and is essential for job creation and economic diversification.

The services sector is a significant contributor to Nepal's economy, encompassing various sub-sectors such as tourism, trade, transportation, communication, banking, and finance. Tourism, in particular, plays a vital role in generating foreign exchange and employment opportunities (Gauchan & Shrestha, 2017). However, the sector has been adversely affected by natural disasters and political instability in the past.

Nepal is on track to move from its current rank as a least developed country (LDC) to one of medium income by 2026 (A. Sthapit, 2022), according to economic growth. Remittances have grown to be one of the main drivers of Nepal's economy, accounting for over 25% of the total Gross Domestic Product (GDP). The remittance has played a vital role in improving the socio-economic condition, poverty reduction and generating social and political awareness in the village. Comparatively, households who are not in foreign countries are poorer than those that are. Because of increment in income, their expenditure capacity has considerably been increasing. Every day, about 2000 Nepalese are going abroad for employment (Chaudhary, 2019). Nepal has never achieved two-digit economic growth and the average inflation rate from

1965 to 2021 was 8 % per year. An item that cost 100 rupees in 1965 costs 6,949.74 rupees at the beginning of 2022 (World Bank, 2023). Based on the data received from the website of Nepal Rashtra Bank, Data about the price of several general commodities for Nepali households for the last four fiscal years (FY) presented in Appendix- 'C' revealed a 14% price hike in FY 79/80 in comparison to FY 76/77. Such weak economic progress, along with a higher rate of inflation in Nepal, has directly contributed to job dissatisfaction in every sector, including APF, Nepal. In such context, it is relevant here to observe the basic salary trend of APF, Nepal personnel and its comparison with other militaries around the world, which in detail is also given in Appendix- 'C'.

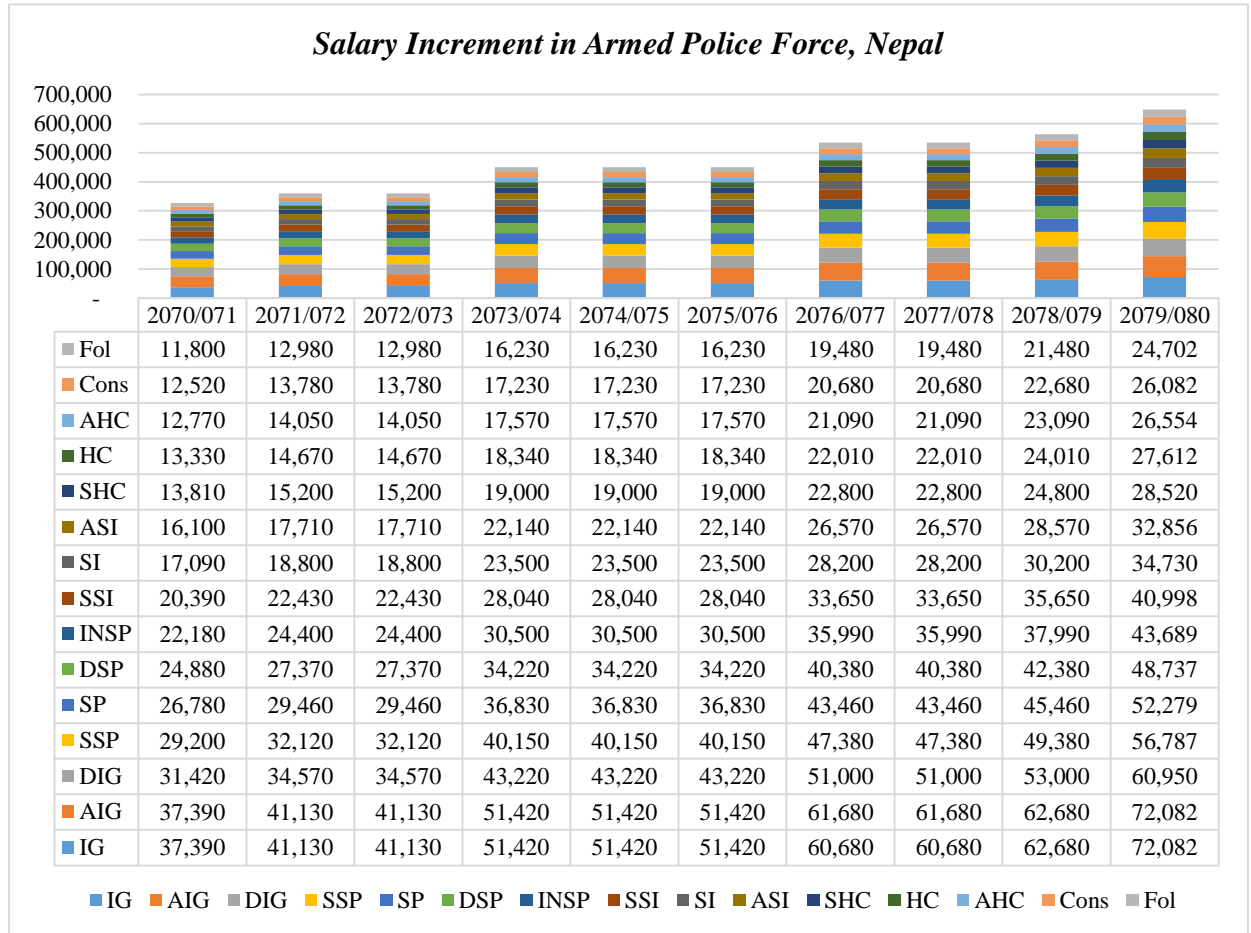
5.3.1 APF, Nepal Salary Increment Trend

All employees of any company are drawn in primarily by the pay. Since the majority of a military member's daily expenses are dependent on their salary, it directly affects his or her entire family. A sustainable income is necessary due to the annual cost of living's (ACOL) daily rise. People become frustrated, demotivated, and start looking for alternative possibilities when they are not satisfied with their pay. Salary increments provide employees with a sense of recognition and reward for their efforts and achievements. It can enhance job satisfaction by meeting their financial needs and motivating them to perform better. A salary increase demonstrates that the organization values the employee's contributions and recognizes their worth. This recognition can contribute to a greater sense of job satisfaction and engagement. Offering competitive salaries increases the likelihood of retaining valuable employees, as they are less likely to be lured away by better-paying opportunities elsewhere.

The motivation to look for different career possibilities merely for financial reasons might be decreased by adequate salary, which can give a sense of financial security. Employees receive a sense of pleasure and appreciation for their efforts and accomplishments thanks to salary increases. By providing for their financial needs and encouraging employees to do better, it can improve job happiness. Increasing an employee's pay shows that an employer appreciates their work and sees the value in what they have to offer. A higher level of motivation and job satisfaction may result from this acknowledgment. In order to focus more on their work and feel fulfilled in their roles, employees may be less stressed and under financial pressure thanks to higher earnings.

Figure 5.1

Salary Increment in APF, Nepal



Source: Based on Data from Account Branch, APF, Headquarter.

The wage increases for APF, Nepal employees throughout a ten-year period (2070 BS – 2080 BS), according to Figure 1, average 40%. The current base pay for the lowest follower rank is 24702 rupees, while the basic pay for an inspector general is 72,082 rupees. The estimated cost of living for a family of four in Nepal is currently \$971, or 1, 28,000 Nepalese rupees (Living cost org, 2023). This indicates that the Government of Nepal's present salary structure simply takes the capacity of the government's finances into account and does not take the ACOL factor into account at all. Therefore, when an APF, Nepal Personal, marries and has children, his or her financial load would increase proportionately, which results in dissatisfaction.

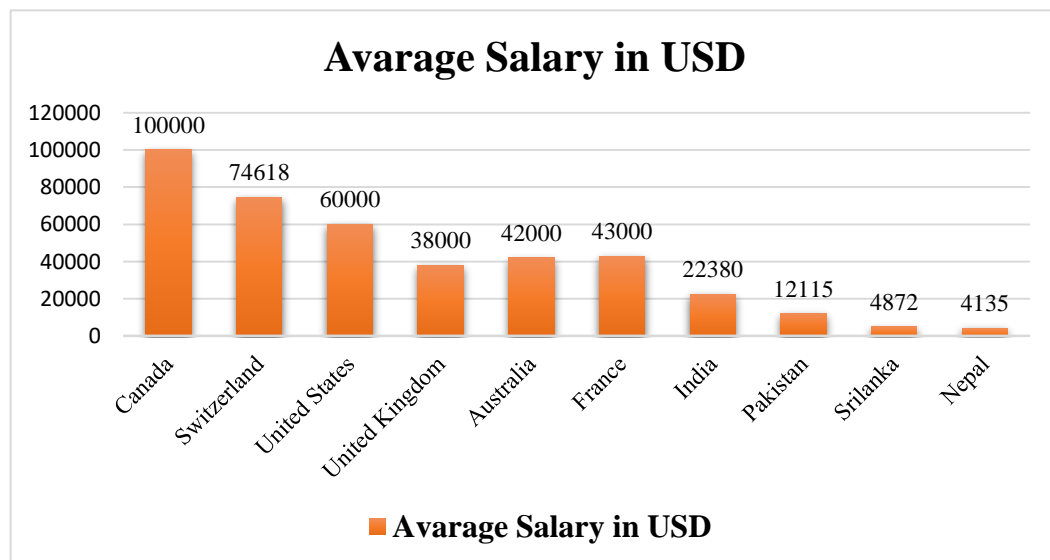
5.3.2 Salary Comparison with Foreign Police Officers

Developed countries generally tend to offer higher salaries and better benefits to their police officers compared to countries with lower income levels. In countries like the United States, Canada, Australia, and Western European nations, police officers generally receive higher salaries due to the higher cost of living and the overall economic prosperity of those countries (Salary expert,2023).

The people who get the highest bonuses are usually somehow involved in the revenue generation cycle. These are average salaries for a Security Officer in Nepal and include benefits such as housing and transport. Salary of APF, Nepal is based on various factors such as total years of service, in rank serving year, grades, security environment etc. A Superintendent of APF, Nepal rank receives sum of Rs. 60,994 per month with all allowances and grades. This is equivalent to \$ 461.91 (Based on NRB rate of 22 May 2023 is 1\$=131.96 NRs). Its comparison with foreign police personal is presented in Figure-5.2.

Figure 5.2

Annual Salary Comparison with Foreign Police office



Source:. World Salaries, (2023) and Salary expert, (2023)

Figure-5.2 shows that the salary of a senior officer in APF, Nepal. it is very less salary in comparison with others even within other countries. The Canada has highest salary as per as economically strong countries.

5.4 Survey Data Analysis

Overall result of the survey based on prepared questionnaire is presented in APPENDIX- 'A'. Quantitative data was managed and analyzed using IBM SPSS computer software programs, while qualitative data from online research was analyzed using Delve, a dedicated qualitative data analysis software.

5.4.1 Descriptive Analysis

Descriptive analysis is a statistical technique that summarizes and describes data by organizing it into meaningful presentations, such as tables, Figures, and summary statistics. It provides an overview of the data's main characteristics, trends, and patterns without making inferences or drawing conclusions. It is a crucial initial step in data exploration, offering valuable insights before further analysis. This section displays information on the demographic's characteristics, Job satisfaction in APF, Nepal, and determinants of job satisfaction. All the data set used for this analysis was derived from responses generated from the survey by questionnaire method of the respondents. The findings are displayed using tables and Figures in order to provide a simplified picture of the data collected.

5.4.2 Demographic Characteristics of Respondents

This section discusses the demographic characteristics of the respondents. The major issues discussed here include the gender, age, marital Status, and academic qualification of respondents and the number of years they have being serving the organization. The study revealed that the senior officer who responded the questions were all together 101. Out of 101, 96 (95 %) were male and 5 (5%) were females. In this study the highest serving year was 26 whereas lowest was of 1 year. This study also revealed that the participants were of different category that is DSP 25(24.8%), Inspector 65 (64.4%), SP 10 (9.9%) and SSP 1 (1.0%). This study also explore that 49 (48.5%) were Bachelors and master's degree holder followed by 2 (2%) in higher secondary and 1 (1%) for PhD level. This data also revealed that majority of respondent were married that is 66 (65.3%) along with 35 (34.7%) were unmarried. Similarly, Highest serving year 26 (25.7%) and lowest serving year 1 (1.0%). Below Table 5.1 illustrates the demographic variables.

Table 5.1*Demographic Characteristics of Senior Officer*

Variables	Demographic - Variables	Frequency	Percent
Age	24-50	100	100.0%
Gender	Male Female	96 5	95% 5%
Rank	DSP Inspector SP SSP	25 65 10 1	24.8% 64.4% 9.9% 1.0%
Academic Qualification	Higher Secondary Bachelor's Degree Master's Degree PhD Scholar or above	2 49 49 1	2% 48.5% 48.5% 1%
Marital Status	Married Single	66 35	65.3% 34.7%
Serving Year	Highest Serving year Lowest Serving year	26 1	25.7% 1.0%
	Total	101	100.0

Source: Based on Survey Data via Questionnaire

The below Table 5.2 section discusses the demographic characteristics of the respondents (Junior officer and OR). The major issues discussed here include the gender, age, marital Status, and academic qualification of respondents and the number of years they have being serving the organization. The study revealed that the out of 205 respondent 187 (91.2%) are male and 18 (8.8%) were female. The study also revealed that the participants who responded

the questions were categorized in three groups by the age factor. One category belonged to the age between 16 to 29 years were 88 (42.9%), others 30 to 39 were 97 (47.3%), and the third one between 40 to 49 years were 20 (9.8%) in number. Similarly, on the basis of rank AHC 25 (12%), ASI 32 (15%), Constable 117 (57%), HC 6 (2.9%), SHC 12(5.9%) and SI 13 (93.7) in number. This study also revealed that majority of respondent were married that is 155 (75.6%) along with 50 (24.4%) were unmarried. With this data, majority were +2 pass 87 (42.4%) followed by SLC 87 (42.4%) and BA Pass 27 (13.2%). Below Table 5.2 illustrates the demographic Characteristics of Junior Officers and Other Ranks.

Table 5.2

Demographic Characteristics of Junior Officers and Other Ranks

Variables	Demographic - Variables	Frequency	Percent
Age	16-29	88	42.9%
	30-39	97	47.3%
	40-49	20	9.8%
Gender	Male	187	91.2%
	Female	18	8.8%
Rank	AHC	25	12%
	ASI	32	15%
	Constable	117	57%
	HC	6	2.9%
	SHC	12	5.9%
	SI	13	93.7%
Academic Qualification	SLC	87	42.4
	+2 Pass	91	44.4
	BA Pass	27	13.2
Marital Status	Married	155	75.6%
	Un-Married	50	24.4%
Serving Year	Highest Serving year	29	14.1%
	Lowest Serving year	1	0.5%
	Total	205	100.0

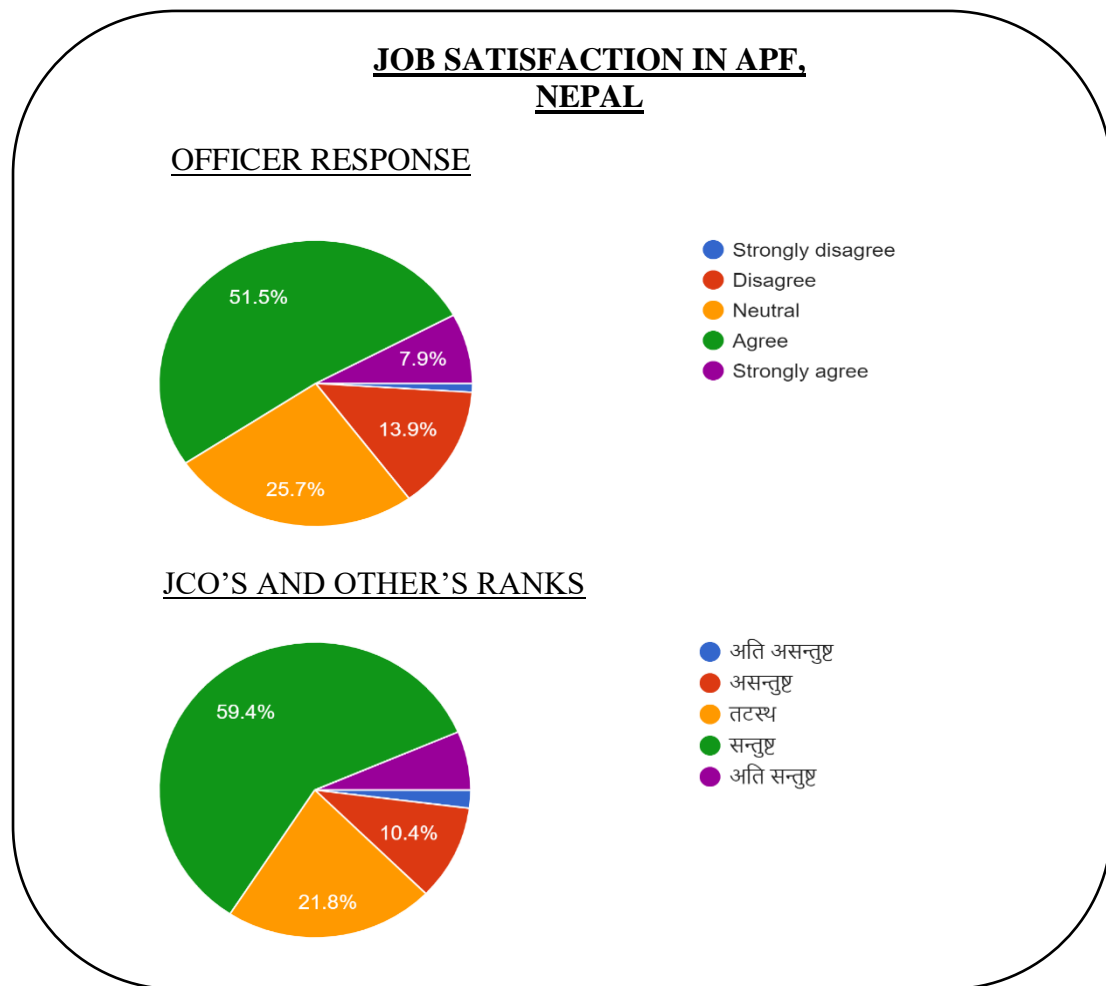
Source: Based on Survey Data via Questionnaire

5.4.3 APF, Nepal Job satisfaction

The questions in the questionnaire were direct and Google Forms questionnaire to identify the present status of job satisfaction. The respondent's response is represented as follows:

Figure 5.3

Job Satisfaction in APF, Nepal



Source: Based on Survey Data via Google Form Questionnaire

According to the above Figure 5.3 data, majority of both group (Officers, JCOs & ORs) have shown satisfied on Job satisfaction in APF, Nepal. However, around 13.9 % of officers and 10.4 % of JCOs & ORs are dissatisfied or disagree with Job satisfaction in APF, Nepal.

Table 5.3*Job Satisfaction of senior officer and Junior Officer/Other Ranks*

	Frequency	Percent
Agree	172	56.2
Disagree	34	11.1
Neutral	74	24.2
strongly Agree	13	4.2
Strongly agree	8	2.6
Strongly disagree	5	1.6
Total	306	100.0

Source: Based on Survey Data via Questionnaire

The table 5.3 shown The Job satisfaction among both senior officer and junior officers among 306 respondents were calculated. Among them 172 (56.2%) agreed, whereas 8 (2.6%) strongly agree following 34 (11.1%) disagree and 5 (1.6%) strongly disagree where 74 (24.2%) remains neutral.

5.4.4 Determinants of Job Satisfaction

This section of the analysis identifies the determinants of job satisfaction among APF, Nepal personnel (NCOs, JCOs and SO). The study explored twelve determining factors of job satisfaction in APF, Nepal. The determining factors include work environment, salary, the welfare program, Reward and Punishment, Post-Retirement benefits, Career planning, family satisfaction, Job Safety and security, Promotion and posting system, Training and recruitment, incentives and accommodation. Total 306 respondents from different APF units were asked the questions on the mentioned subject matter. According to the survey, each respondents valued

the question as made by the researcher and gave their responses which can be seen from the below table 5.4.

Table 5.4

Determinants of Job Satisfaction in APF, Nepal

Title	Frequency	Percent
Work Environment	(Out of 306) 174	56.9%
Salary	(Out of 306) 85	27.8%
Current welfare Program	(Out of 306) 177	57.8%
Reward and Punishment	(Out of 306) 157	51.3%
Post-Retirement benefits	(Out of 306) 123	40.2%
Career planning	(Out of 306) 136	44.4%
Family satisfaction	(Out of 306) 144	47.1%
Job Safety and security	(Out of 306) 162	52.9%
Promotion and posting system	(Out of 306) 98	32%
Training and recruitment	(Out of 306) 98	32%
Incentives	(Out of 306) 130	42.5%
Accommodation	(Out of 306) 141	46.1%
Total	306	100.0

Source: Based on Survey Data via Questionnaire

5.4.4.1 Work Environment

As shown in the table 5.4 out of 306, 174 (56.9%) personnel agreed with the statement, “work environment is good” in the organization. From that the finding identified that the work environment in APF seemed as the major determinant of job satisfaction. According to data it

revealed that the view with good work environment in the organization was valued by majority group and stood as the highest factor apart from other.

5.4.4.2 Salary

The findings revealed that 85 (27.8%) employees identified salary as one of the determinants of their job satisfaction. According to Table 5.4, salary emerged as one of the factors influencing job satisfaction in the APF, Nepal. While salary was reported as unsatisfactory, other determinants of job satisfaction contributed to maintaining a compromise level of satisfaction. This may not significantly impact the job turnover rate since government jobs in Nepal are rarely available.

5.4.4.3 Welfare Program

Welfare services are provided to help the APF, Nepal personnel's living conditions and financial problems. From the data collected, 177 (57.8%) employees valued welfare program of organization as a determinant factor of job satisfaction. Table 5.4 illustrates graphical presentation of the determinants of job satisfaction.

5.4.4.4 Reward and punishment

The findings revealed that 157 (51.3%) employees identified Reward and punishment as also one of determinant of their job satisfaction.

5.4.4.5 Post-Retirement benefits

The findings revealed that 123 (40.2%) employees identified Post-Retirement benefits as also one of determinant of their job satisfaction. Table 5.4 depicts that Post-Retirement benefits is one of the determinant of job satisfaction in the APF, Nepal.

5.4.4.6 Career planning

The findings revealed that 136 (44.4%) employees identified Career planning as also one of determinant of their job satisfaction. Table 5.4 depicts that Career planning is one of the determinants of job satisfaction in the APF, Nepal.

5.4.4.7 Family satisfaction

The findings revealed that 144 (47.1%) employees identified Family satisfaction as also one of determinant of their job satisfaction. Table 5.4 depicts that Family satisfaction is one of the determinants of job satisfaction in the APF, Nepal.

5.4.4.8 Job Safety and security

From the Table 5.4, 162(52.9%) respondents viewed Job Safety and security as one of the determinant of personnel's job satisfaction.

5.4.4.9 Promotion and posting system

The findings revealed that Table 5.4 shows 98 (32%) employees identified Promotion and posting system as also one of determinant of their job satisfaction.

5.4.4.10 Training and recruitment

Training and recruitment are vital aspects of HRM. Recruitment involves finding and selecting suitable candidates for job vacancies, while training focuses on equipping employees with the necessary skills and knowledge to excel in their roles. Effective recruitment ensures the correct people are hired, while training enhances employee performance and fosters continuous learning. Both processes contribute to building a skilled and motivated workforce, leading to improved organizational success. From the field data, 98 (32%) employees acknowledged Training and recruitment as a determinant in their job satisfaction.

5.4.4.11 Incentives

An incentive is a motivating factor that encourages desired behavior through rewards or consequences. Positive incentives offer benefits like financial rewards or recognition, while negative incentives deter undesirable behavior through penalties or fines. Incentives play a dynamic role in shaping behavior and can be utilized in various fields to drive desired outcomes and promote optimal decision-making. The findings revealed that 130 (42.5%) employees identified Incentives as also one of determinant of their job satisfaction in the APF, Nepal.

5.4.4.12 Accommodation

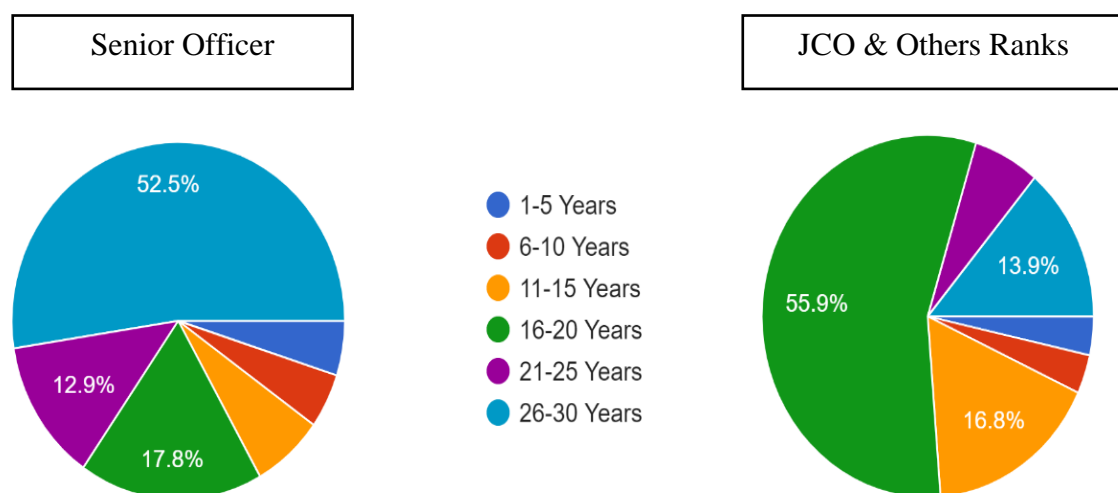
A determinant explored among the other factors is accommodation. From the data, 141 (46.1%) employees agreed accommodation as a determinant of job satisfaction.

5.4.4.13 Expected Service Years in APF, Nepal

Expected Service Years in APF, Nepal represents the anticipated length of time that individuals are expected to remain in service within the organization. It takes into account factors such as retirement age, career progression opportunities, and the overall retention strategies implemented by the organization. This metric helps in workforce planning and management, allowing the APF, Nepal to forecast staffing needs, succession planning, and resource allocation effectively. The opinions of participants on several facets of job satisfaction in APF, Nepal are shown in the Figure below. However, the analysis's conclusions are based on the evaluations that more participants chose. The need to pinpoint problems relating to work unhappiness has been stressed. Participants were also asked to state how long they anticipated their overall service year in APF, Nepal will be. The outcome is listed Figure 5.4.

Figure 5.4

Expected Service Years in APF, Nepal



Source: Based on Survey Data via Questionnaire

According to the survey, the majority of participants are ready to work until they reach their pensionable age. After 20 years, 55.9% of JCOs, ORs, and 17.8% of officers have said they want to leave their jobs. This explains why there is a perception among APF Nepal employees that leaving a job early reflects poorly on professionalism and a lack of job satisfaction. In all of the questions that were asked in the survey, the respondents' responses have been

inconsistent. The factors mentioned above are important findings from the data studied above that relate to the participants' motivation and happiness with their current jobs at APF, Nepal.

5.5 Results of Focus Group Discussion

Focused group discussions were held in the APF, Nepal No. 20 Disaster Rescue Battalion and APF, Nepal, Security base Balaju in order to better understand the many aspects of job satisfaction in the APF, Nepal (Appendix - D). The majority of the participants in the conversation expressed happiness with their current jobs despite some pressing problems that needed to be resolved as soon as possible. The key conclusions from the concentrated group discussions are listed below.

5.5.1 Fair and competitive compensation packages and comprehensive benefits are crucial for attracting and retaining talented individuals in APF, Nepal. When these aspects are not adequately addressed, it can lead to dissatisfaction and potentially impact morale and retention rates. It is important for APF, Nepal, to prioritize the well-being and job satisfaction of their personnel by providing fair and competitive compensation and benefits packages. This helps create a positive work environment, enhances morale, and contributes to the overall effectiveness and retention of the troops.

5.5.2 It is challenging to adhere to the leave policies and the frequency of leave in the capital city of Nepal, the Kathmandu Valley, because there is a heavy workload on VIP and VVIP security, as well as duties related to public order management, demonstration duties, a national international movement, and extra tasks and duties that units occasionally receive. This lowers the level of job satisfaction.

5.5.3 APF, Nepal Personnel from Nepal have demanded pertinent, current, and scientific welfare programs through the Government of Nepal and the Department of Welfare of APF, Nepal in order to achieve their best level of job satisfaction and employment retention in the Organization.

5.5.4 In particular, for junior officers and female soldiers, sound posting rules and home station coupled with same unit posting have been another motivating factor to ensure further enhancement of job satisfaction so that their family and social issues are adequately addressed.

5.5.5 Post-retirement benefits and measures, including pension plans, healthcare coverage, and financial assistance, have a profound impact on job satisfaction and retention. When employees feel supported in their long-term well-being, it strengthens their commitment to the organization. Implementing effective post-retirement measures and aligning with welfare schemes contribute to higher job satisfaction and retention rates. By addressing employees' long-term needs and providing security beyond their working years, organizations foster a positive work environment and retain valuable talent.

5.5.6 The pyramidal organizational structure of the institution often makes it difficult to give timely and deserving promotions, which has a negative impact on everyone's level of job satisfaction and creates challenges for job retention.

5.5.7 UN participation for troops is one of the major attractions in APF, Nepal, and is the prime factor for their retention in the organization. For UN participation, a very useful policy has recently been implemented. However, some of the few APF personnel with 15 years of service have not received this opportunity. This has somehow contributed to job dissatisfaction in APF, Nepal.

5.5.8 Social media's impact on job satisfaction and retention in APF, Nepal is a topic of discussion. While it offers opportunities for communication and networking, it also presents challenges. Social media can enhance job satisfaction by fostering connections, improving information sharing, and promoting transparency. However, it also introduces risks such as online scrutiny and negative portrayals of law enforcement, which can lead to stress and dissatisfaction. To address these challenges, clear guidelines and policies for social media use are essential. Regular monitoring and engagement can help address concerns and build positive relationships with the community. By navigating social media effectively, APF, Nepal can create a supportive and professional online environment, enhancing job satisfaction and retention.

5.5.9 Female APF, Nepal personnel are found more affected in terms of balancing their job and their family. About majority of females in APF, Nepal Security base Balaju have agreed that they are facing difficulties in maintaining work-life balance.

5.5.10 Nepalese youth have been involved for a long time in foreign employment, especially in golf and other countries, and get higher pay and benefits in comparison to APF, Nepal

personnel. Specially trained APF personnel get high salaries in foreign securities companies, which creates a high turnover or early retirement rate in APF, Nepal.

5.6 Results of Key Informant Interview

The key informants for this survey are mainly those who chose mixed personnel, such as retired TU professors, retired APF, Nepal senior officers, and in-service APF, Nepal senior officers. The main aim of the interview was to identify the relationship, influence factor, and future strategy for job satisfaction and retention in the Armed Police Force, Nepal. Mostly, the interview was conducted via Google Forms, telephone conversation, or direct conversation. The major findings of KII in Job satisfaction and job retention in APF, Nepal, are as follows.

Providing employees with a competitive salary and benefits package that meets their financial needs and rewards their contributions is essential. APF, Nepal, should conduct regular salary reviews to ensure that compensation remains competitive in the market. Additionally, offering comprehensive benefits such as healthcare, retirement plans, and other incentives can contribute to employee satisfaction and retention. Cultivating a supportive and inclusive work environment is vital. APF, Nepal, should foster a culture where personnel feel valued, respected, and treated fairly. This can be achieved through clear policies against discrimination, harassment, and favoritism. Encouraging teamwork and open communication and providing opportunities for collaboration and professional growth can also contribute to a positive work environment. Maintaining a healthy work-life balance and addressing financial concerns is another challenge to be addressed.

APF, Nepal, should establish policies and practices that allow personnel to effectively manage their personal and professional commitments. This can comprise flexible work activities, support for childcare or eldercare, and financial counseling or assistance programs to alleviate financial stress. Implementing a recognition and rewards system is crucial to acknowledging and appreciating personnel's achievements and exceptional performance.

APF, Nepal, should establish a formal program that highlights and rewards outstanding contributions. This can include awards, promotions, public recognition, or additional professional development opportunities to motivate and retain talented individuals. Dissatisfaction with aspects such as professional development plans, leave policies, promotion, and posting can impact job satisfaction. APF, Nepal should review and improve these areas to

ensure transparency, fairness, and opportunities for growth. Implementing clear career plans, providing regular training and development opportunities, and ensuring equitable promotion and posting processes can address these concerns and provide a clear path for advancement within the organization. Fostering supportive and effective supervision is essential for job satisfaction.

APF, Nepal, should ensure that superiors provide guidance, mentorship, and constructive feedback to personnel. This can be achieved through regular performance evaluations, mentoring programs, and creating channels for open communication between supervisors and subordinates. Communicating clear organizational goals, objectives, and strategies to personnel is crucial. APF, Nepal, should ensure that individuals understand how their roles contribute to the overall mission. This can be achieved through regular meetings, training sessions, and effective communication channels to keep employees informed and engaged. Establishing effective channels for addressing grievances, concerns, or conflicts among personnel is essential. APF, Nepal, should promote a culture of mutual respect, understanding, and support within the organization. Implementing formal processes for addressing grievances, providing access to mediation or counseling services, and encouraging open dialogue can contribute to a positive and harmonious work environment. Building a positive organizational reputation and image is important. APF, Nepal, should emphasize professionalism, integrity, and service excellence in all its operations. This can be achieved through continuous training, severe loyalty to ethical standards, and actively engaging with the community to demonstrate the organization's commitment to public service.

Strong leadership at all levels of the organization is crucial. APF, Nepal, should ensure that leaders inspire trust, provide clear direction, and effectively communicate organizational goals and objectives. Leadership training programs and mentoring initiatives can help develop and nurture effective leaders within the organization. The absence of a clear and well-defined career plan can create uncertainty and limit opportunities for professional growth. APF, Nepal, should establish a structured career development program that provides guidance and opportunities for advancement. This can include training, mentoring, and regular performance evaluations to help personnel understand their career path and the steps required for progression within the organization.

5.7 Summary

The analysis of data from KIIs, FGDs and Google Form questionnaire highlights the importance of socioeconomic factors in determining job satisfaction and retention within the APF, Nepal. These findings provide valuable insights for the APF, Nepal, in designing and implementing strategies to enhance job satisfaction, improve retention rates, and create a conducive working environment for its personnel. The socioeconomic factors identified include Compensation and Benefits, Career Development Opportunities, Work-Life Balance, Supportive Work Environments, Recognition and Rewards, Job Security, Leadership and Management Support, Organizational Values, and Culture and Welfare. Adequate and competitive compensation packages, including salary and additional benefits, positively impacted job satisfaction and retention. Similarly, the availability of growth and advancement opportunities within the organization and a healthy work-life balance were highlighted as important factors for job satisfaction and retention.

In the previous chapter, the relationship between job satisfaction and job retention was explored. In this chapter, a more detailed data analysis was conducted to examine the correlation between these two variables. The findings further confirmed a significant and positive relationship, indicating that higher levels of job satisfaction were associated with increased job retention rates. This suggests that when employees experience greater satisfaction in their job, they are more inclined to remain in their current organization and resist the urge to seek alternative employment opportunities. Several factors were identified as influential contributors to job satisfaction, including a positive work environment, growth and advancement prospects, recognition and rewards, and work-life balance. These findings underscore the importance of recognizing and addressing these factors to enhance job satisfaction and ultimately improve job retention rates, thereby fostering a stable and committed workforce.

This chapter also emphasized the significance of supportive work environments, where positive interpersonal relationships, effective communication, and teamwork contribute to job satisfaction and retention. Recognition and rewards for employees' achievements were found to motivate and enhance job satisfaction. Job security, effective leadership, and management support were identified as crucial factors influencing job satisfaction and retention within the APF, Nepal.

CHAPTER-VI

CHALLENGES OF JOB SATISFACTION AND JOB RETENTION

6.1 General

The APF, Nepal is a highly specialized organization with a structure and purpose that are considerably dissimilar from those of organizations in the civilian sector. The securities profession requires a higher standard of responsibility and professionalism (Loftus & Price, 2016). Therefore, for APF, Nepal to operate effectively, the job satisfaction of its troops is crucial. For this reason, APF, Nepal should continuously promote a culture of job satisfaction among its employees in order to have personnel with professional competence. It was discovered in the previous chapter that there is now only a small amount of work dissatisfaction in APF, Nepal. The challenges connected with job satisfaction and retention in APF, Nepal, will be covered in this chapter, along with APF, Nepal's ongoing condition, and the situation.

6.2 APF, Nepal Job Satisfaction and Job Retention Challenges

Primary information was gathered from multiple departments of APF, Nepal Head Quarter, in order to review the numerous issues relating to job satisfaction and retention in APF, Nepal, as well as their trends. The next paragraph will carry out the analysis and present the results about job retention and job satisfaction at APF, Nepal.

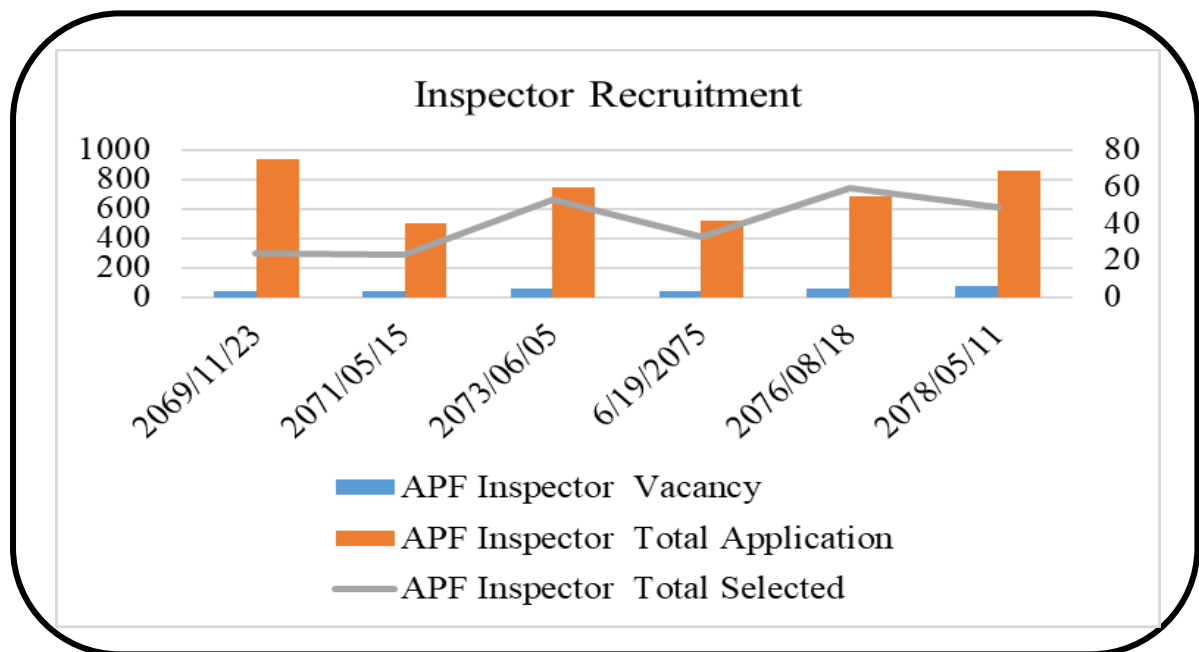
6.2.1 APF, Nepal Attraction Level

Attraction level refers to the degree of appeal or interest that something or someone generates. It is influenced by factors like appearance, personality, shared values, and perceived benefits. Understanding and influencing attraction levels are crucial for marketing, relationships, and product development, as it shapes human behavior and decision-making. The level of attraction individuals has towards an organization is indeed an important indicator of job satisfaction and job retention. When people are attracted to an organization, it reflects their interest and positive perception of the organization's values, culture, and opportunities. This attraction can influence their overall job satisfaction and their willingness to remain with the organization in the long term (Cable & Turban, 2003). To identify the level of youth attraction in APF, Nepal data were

collected from Human Resources Selection and recruitment section, APF, Nepal HQ. Firstly, below Figure represents the data on Inspectors recruitment for last six years.

Figure 6.1

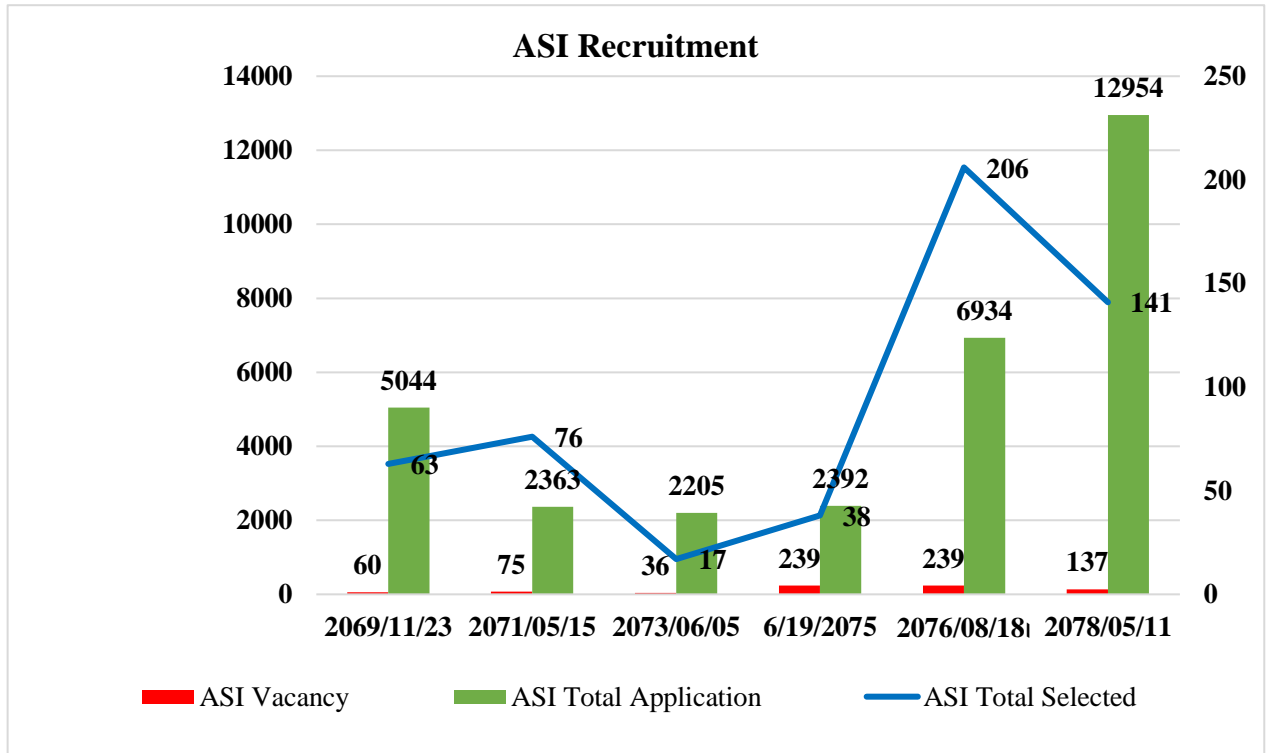
Inspector Recruitment in APF, Nepal



Source: Based on the Data from HRD, Selection and recruitment section, APF, Nepal HQ

As per the above Figure 6.1, the maximum number of applicants was observed in 2078 BS within the last six years (2069BS-2078BS). After 2069, the number of applicants is on a downward trend. At the same time, the ratio between the number of vacancies and the total selected is lower until 2078 BS. However, selected numbers are decreasing afterward, which means a lack of capable and qualified applicants. Hence, it is necessary for APF, Nepal to look forward to ways to attract quality candidates matching the announced vacancy.

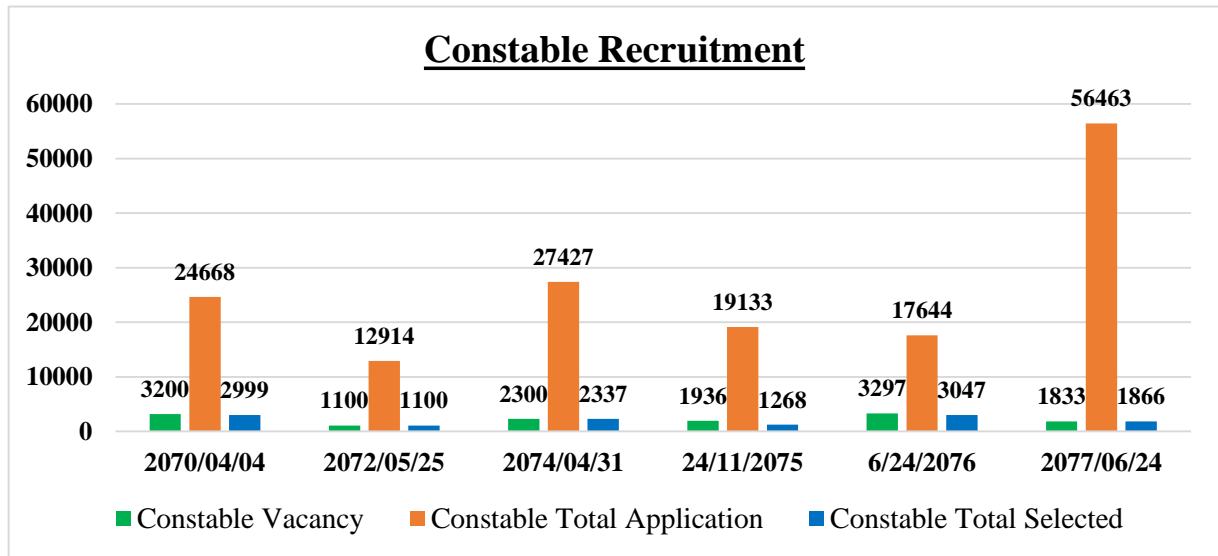
In addition to inspector recruitment, APF, Nepal also conducts ASI selection to fulfill its vacancy of junior officers. The selection, however, is too lengthy, as candidates will be examined in various aspects. Now, it is indeed necessary to review the trend of junior officers' selection in APF, Nepal, which is represented by below Figure 6.2.

Figure 6.2*ASI Recruitment in APF, Nepal*

Source: Based on the Data from HRD, Selection and recruitment section, APF, Nepal HQ

According to the above Figure, the number of applicants was higher in 2069 BS and 2078 BS. The number of applicants was at its maximum in 2078 BS. However, the Corona pandemic situation somehow impacted the recruitment process in 2078 BS. Another interesting fact from this Figure is that out of six selection processes in ten years, a smaller number of candidates were selected than the announced vacancy in 2075 BS. This data also shows a lack of capable and qualified applicants. Another reason is very notable, the written exam is taken by the public service commission office of Nepal, which is a very reliable and fair exam even for all government service recruitment in Nepal.

The same case is also shown in constable recruitment in APF, Nepal. Less than vacancy announcement manpower was selected in 2070, 2075, and 2076 BS. Details of constable recruitment are shown in below Figure 6.3.

Figure 6.3*Constable Recruitment in APF, Nepal*

Source: Based on the Data from HRD, Selection and recruitment section, APF, Nepal HQ

Overall, all data shows that there exists lack of quality candidate for recruitment during the selection. It is possible that APF, Nepal has to depend on remaining numbers for the recruitment after Gurkha recruitment, Nepal Army and Nepal police. Hence, the level of attraction in APF, Nepal is still unsatisfactory and so the A needs to take necessary steps.

6.2.2 Trend of Early Retirement

Overall, APF, Nepal, is facing huge shortages of personnel (1423), which is 4% less than its approved strength of 37055. Currently, 35632 personnel are working with a very tough workload in their daily duties. Hence, the shortages in strength will remain constant unless APF, Nepal, expedites its recruitment process and takes measures to stop early retirement. In fact, early retirement is one of the major indicators of job dissatisfaction and job retention (Tnay et al., 2013). There is evidence to suggest that early retirement can be considered one of the indicators of job dissatisfaction and job retention issues. In order to analyze this indicator and the relationship between job dissatisfaction and intentions to leave, including early

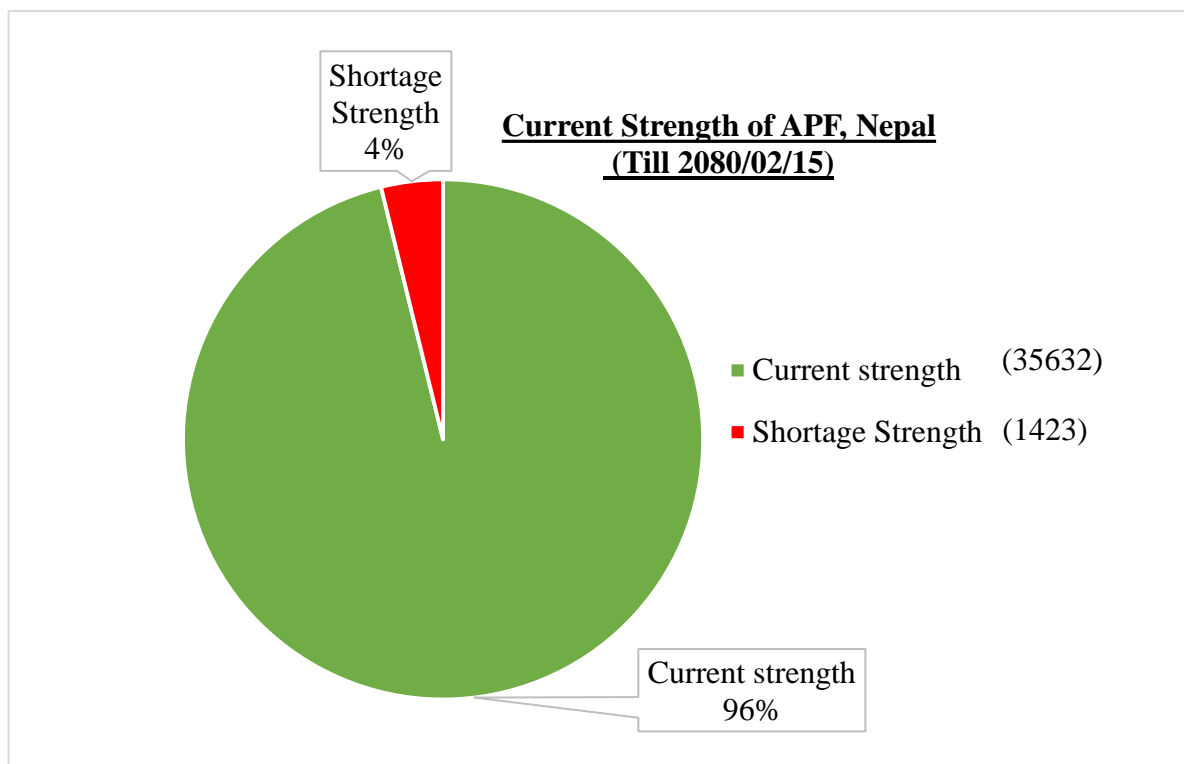
retirement intentions, in the APF, Nepal, and data were received from APF HQ. These data are presented below.

6.2.2.1 Early Retirement of APF, Nepal personnel

Early retirement can indeed be considered as a potential indicator of job dissatisfaction and job retention issues. While it is not the sole determinant, it can provide insights into the overall job satisfaction levels within a particular profession or organization. The early retirement trend in APF, Nepal, it will be wise to know as depicted by below Figure-6.4 about the understrength status of APF, Nepal represented.

Figure 6.4

Current strength of APF, Nepal



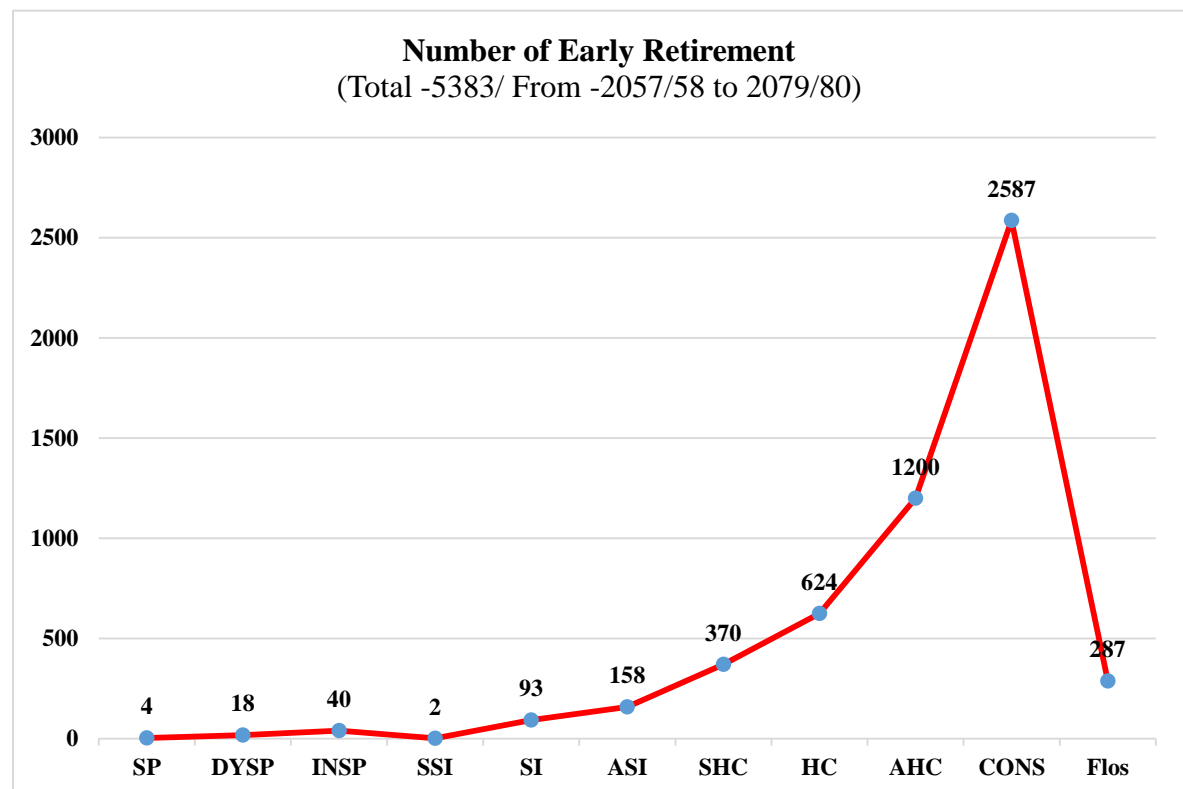
Source: Based on the Data from Administration Department, APF, Nepal HQ

At present, there is a 4% shortage of manpower in APF, Nepal. 96% of manpower is currently working with a lack of manpower on various mandatory tasks. This has directly increased the workload for officers and ultimately impacted job satisfaction and retention. Shortages of manpower can indeed pose challenges to job satisfaction and retention. When there is a lack of

adequate personnel to handle the workload and fulfill organizational responsibilities, it can lead to various negative outcomes that impact job satisfaction and retention. In terms of early retirement, several APF and Nepali personnel have retired early due to various reasons. The following Figure 6.5 depict this reality:

Figure 6.5

Number of Early Retirement in APF, Nepal



Source: Based on the Data from Administration Department, APF, Nepal HQ

According to Figure-6.5, the number of early retirements of APF, Nepal's personal from 2057/58 BS to till now total number 5383. These data show that lots of APF, Nepal's personnel have chosen early retirement. However, the early retirement trend as a whole in recent years has maintained the status quo and not reduced. In addition, APF officers below the rank of SI are in the highest numbers on early retirement after pensions, which shows that age, seniority, and experience are the prime factors for the decision on early retirement.

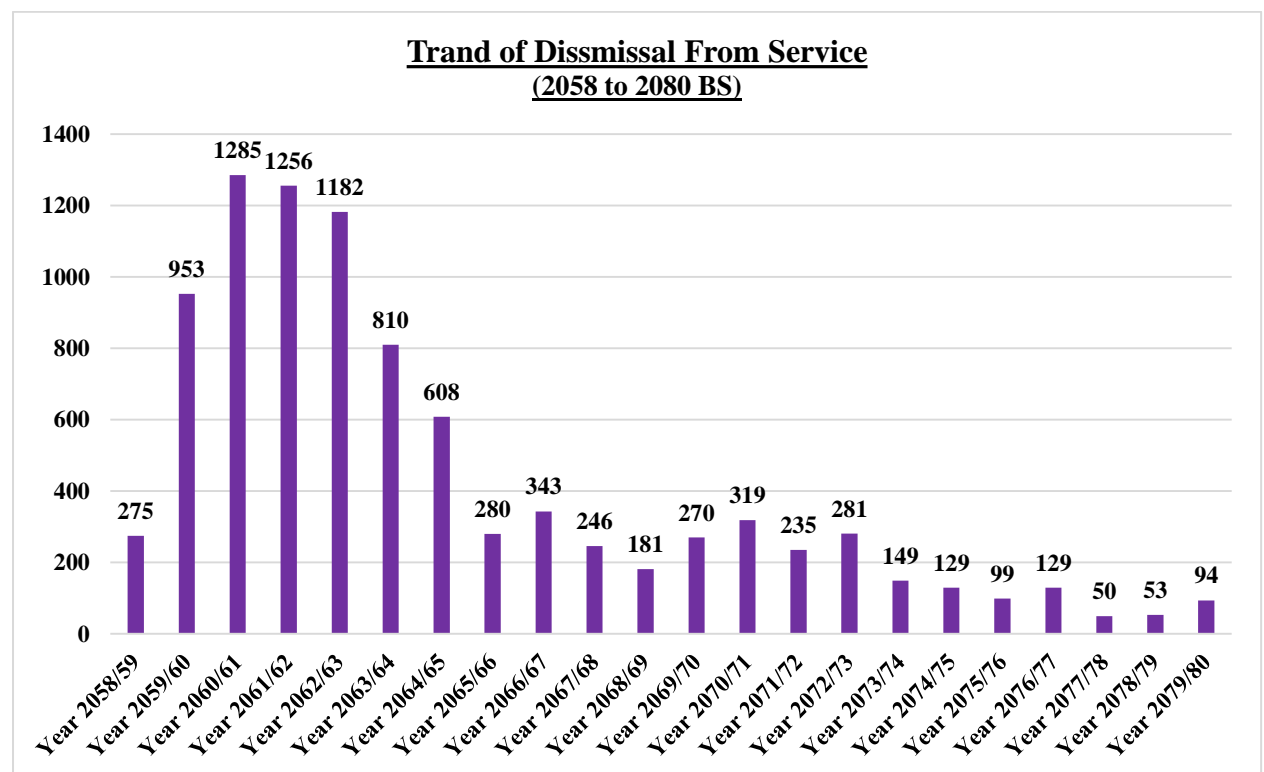
While observing this overall trend of recent years, AHC and Constable Ranks are in the top position on retirement followed by JCOs and others rank respectively. Such trend indicates that ORs in APF, Nepal is highly attracted towards another job within or outside the country before they cross 40 years of their age. This is related to the unhappiness of APF, Nepal's personnel on their pay, welfare and benefits from the job in APF, Nepal.

6.2.3 Trend of Dismissal from Service

Discipline is the bedrock of any security force organization's professionalism. The APF in Nepal runs with its established values, ethics, and chain of command. Whoever breaches the discipline will get the punishment. When the number of disciplinary cases increases in police forces, this somehow indicates the existence of dissatisfaction and directly impacts job satisfaction and retention. In this context, it is necessary to review the data of APF, Nepal's personnel dismissed from the job in 2058–2080 BS, which is presented below Figure 6.6.

Figure 6.6

Trend of Dismissal from Service in APF, Nepal (2058 to 2080 BS)

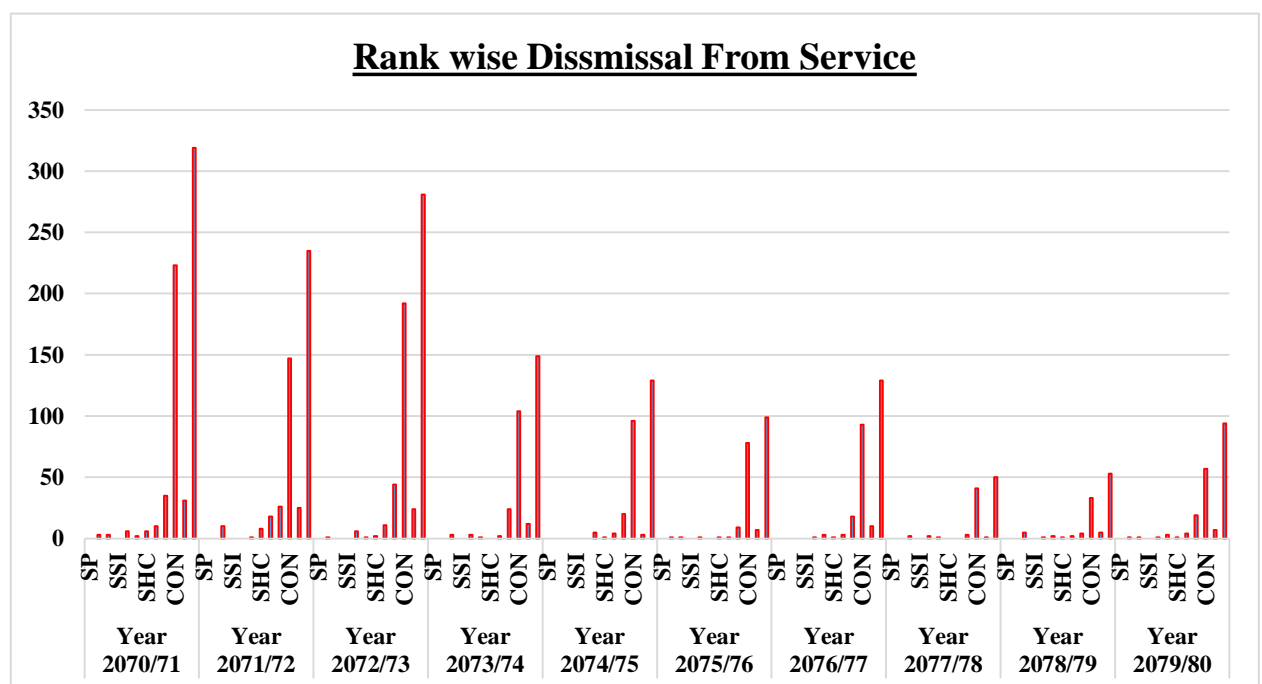


Source: Based on the Data from Administration Department, APF, Nepal HQ

As per the above data, 2061–62–63 represent the largest portion of dismissals from service in 21 years of history. A higher number, that is, 1285 personnel, was dismissed from service in 2060/61 BS. However, the dismissal trend of JCOs and ORs has been decreasing for the last five years, which is positive for overall job satisfaction in APF, Nepal. The trend of dismissal of JCOs and ORs ranks each year in the highest number, demonstrating the sign of unhappiness at the lowest level in APF, Nepal. The rank-wise distribution is presented below Figure 6.7.

Figure 6.7

Rank wise Dismissal from Service in APF, Nepal



Source: Based on the Data from Administration Department, APF, Nepal HQ

Disciplinary cases in police forces can indeed indicate the presence of dissatisfaction and have a direct impact on job satisfaction and job retention. When disciplinary cases increase, it suggests a breakdown in professional conduct, ethics, or adherence to policies and procedures within the police force (Stajkovic & Luthans, 1998). As per the above data, officers within the ranks of SP to Inspector were dismissed in the highest rank from senior officers. A noteworthy observation is the dismissal of higher-ranking officers, which indicates a breaching of

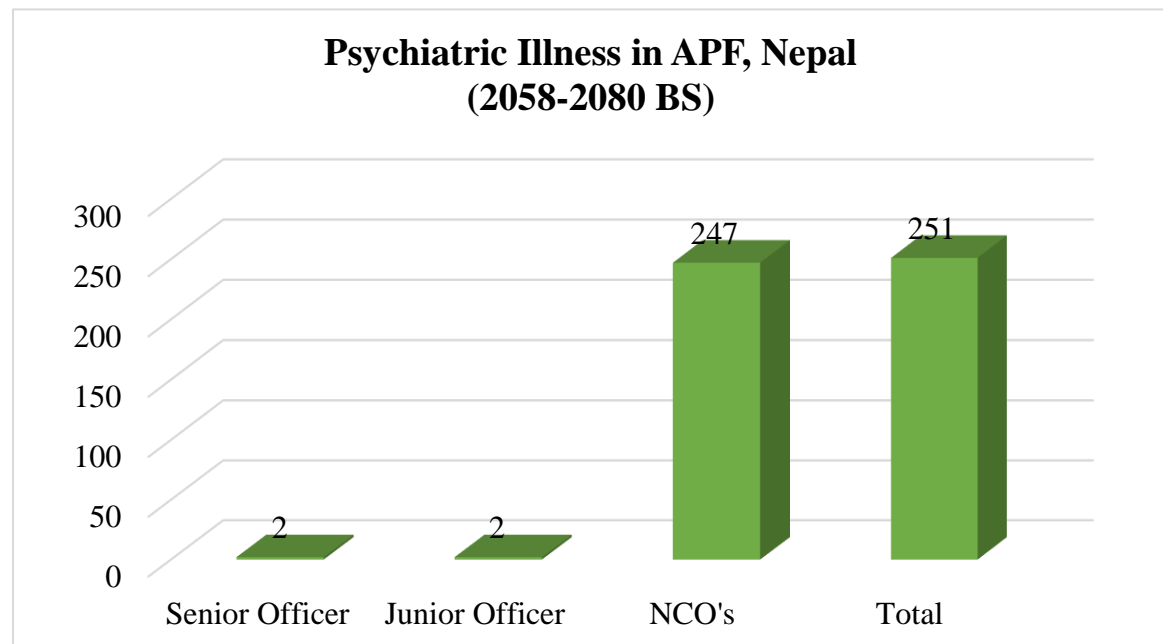
organizational discipline even by higher ranks in APF, Nepal. And of course, this is not a good sign for job satisfaction and job retention with sound professionalism for the APF, Nepal.

6.2.4 Trend of Psychological Problems and Suicide

The issue of psychological problems and suicide in the police profession has gained attention in recent years. The demanding and stressful nature of police work can take a toll on the mental health of officers, leading to psychological problems and, in extreme cases, suicide. Several studies have examined this trend and shed light on the factors contributing to psychological problems and suicide among police officers (Violanti & Aron, 1993).

Figure 6.8

Psychiatric Illness in APF, Nepal



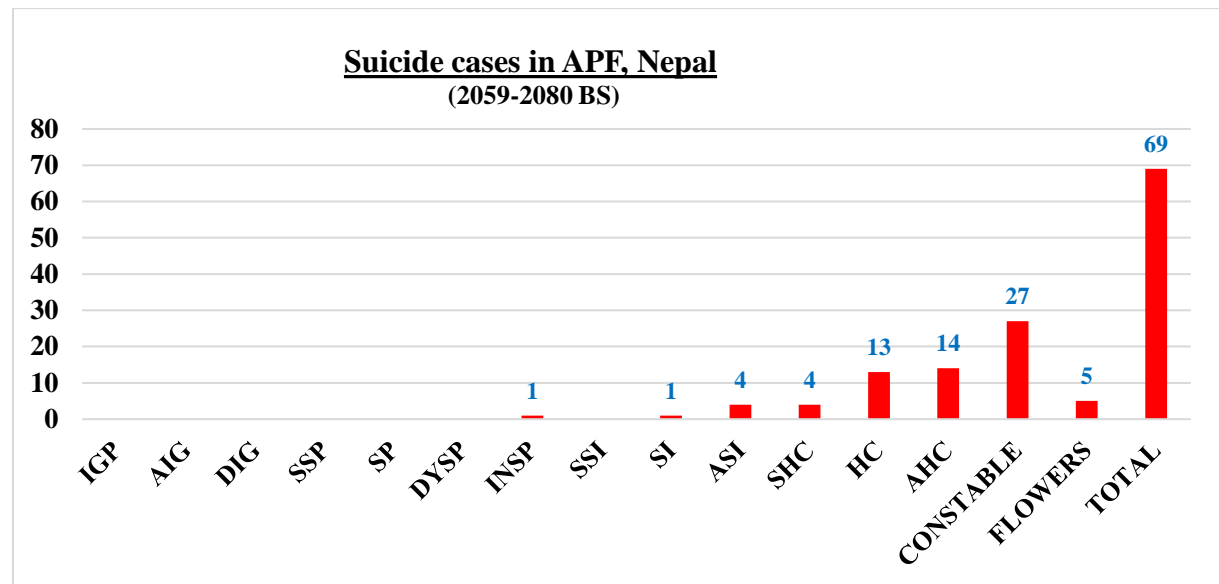
Source: Based on the Data from APF, Hospital, Balambu

According to the data above Figure 6.8, approximately 251 members of the APF, Nepal staff are currently afflicted with mental health issues like depression, anxiety, PTSD, migraines, etc. This is a very serious issue that will negatively impact APF, Nepal's ability to be happy at work. Other factors, such as personal frustration, family issues, interpersonal relationship problems, poor economic conditions, and others, aside from the nature of the security forces' work,

contribute to this type of mental illness. Another big problem for the organization is the suicide of APF, Nepal staff members. Although personal life frustration is frequently a contributing factor in suicide, one's employment is also generally blamed. The figure below Figure 6.9 shows the statistics for suicide cases in APF, Nepal.

Figure 6.9

Suicide Cases in APF, Nepal



Source: Based on the Data from Administration Department, APF, Nepal, HQ

While reviewing the above Figure 6.9, the rate of suicide in APF, Nepal is JCO, and ORs rank at the maximum number. The causes of suicide cases are related to family satisfaction, work-life balance, and financial problems. The growing rate of suicide can indeed be an indicator of the level of job satisfaction and job retention within a particular profession. While suicide is a complex issue influenced by multiple factors, including personal and societal factors, it is recognized that job dissatisfaction and work-related stress can contribute to mental health challenges (Milner et al., 2018). It is important to recognize that suicide is a complex issue influenced by multiple factors, and job satisfaction and job retention are just two factors that may contribute to suicide risk. Overall, the growing rate of suicide, including by higher-ranking officers, has provided room to review the level of job satisfaction and job retention in APF, Nepal.

6.3 Result of Focus Group Discussion and Key Informant Interview

In addition to the apparent problems with job satisfaction and retention at the current level in APF, Nepal that have been discussed above, members of APF, Nepal brought up a number of other challenges during the FGD. The researcher holds similar views because he belongs to the same organization. These additional important consequences are explained below.

6.3.1 Participants argued that APF, Nepal employees had grown to have a self-centered mindset. Officers and other staff members today expect more comfort and conveniences than they did ten years ago. Therefore, if APF, Nepal is unable to satisfy these requirements, it will result in job dissatisfaction, a decline in the sense of community within the unit, and negatively affect job satisfaction and job retention.

6.3.2 Balancing work responsibilities with personal and family life is crucial for overall job satisfaction and retention. Implementing policies and practices that promote work-life balance, such as flexible work arrangements and leave policies, can help address this challenge and improve job satisfaction within the APF, Nepal.

6.3.3 The organization's expectations are still not being met by the initiative at the JCO and NCO levels. They have mostly neglected their area of self-improvement and taken a passive approach to their professional progress.

6.3.4 Inadequate compensation and benefits packages can contribute to job dissatisfaction and impact job retention. Ensuring competitive and fair remuneration, along with appropriate benefits such as healthcare, retirement plans, and career advancement opportunities, is crucial for attracting and retaining talented individuals within the APF, Nepal.

6.3.5 The strength shortfalls have a direct impact on the formation's and unit's/sub-units' professional competence. Each member of the unit now has a heavier workload as a result of this. Especially those who work within the APF, Nepal unit in Kathmandu, valley.

6.3.6 A positive organizational culture that promotes transparency, fairness, and open communication can enhance job satisfaction and retention. Effective leadership, supportive supervisors, and opportunities for employee feedback and involvement in decision-making processes can contribute to a more satisfying work environment.

6.4 APF, Nepal Challenges for Maintaining Job Satisfaction

Although a person's characteristics have a big impact on job satisfaction and job retention, the organization in question as well as other responsible actors play a critical role in maximizing the level of satisfaction. The job satisfaction of staff members is a major issue for APF in Nepal, as was mentioned before. The major challenges that APF, Nepal, is currently dealing with and will face in the future are listed below.

6.4.1 The internal national environment is not suitable for pay increases and benefits.

Raising salaries in accordance with the annual cost of living is not possible in Nepal because of political instability and the country's economic situation. Already, it is anticipated that the global economy will experience a downturn, which would directly affect Nepal.

6.4.2 Existing Law for Investment in New Sectors.

The expenditure of current welfare fund is increasing day by day. However, the income generation sources are still confined to traditional means. UN mission, some petrol pumps, APF, Nepal's band and APF club only sources of welfare fund. The APF Act-2001 does not allow direct investment in the current situation. It allows only to have investment in the given sectors as promoter.

6.4.3 Inadequate compensation and benefits can contribute to job dissatisfaction among APF, Nepal personnel.

Ensuring fair and competitive salary structures, timely promotions, and appropriate benefits such as healthcare, retirement plans, and housing support are crucial for enhancing job satisfaction and retaining skilled individuals within the APF, Nepal.

6.4.4 Understrength or shortages on approved strength.

For each employee of APF, Nepal, the current 4% shortage in approved strength has increased work. If the current gap is not closed, it is going to widen, adding to the workload and increasing dissatisfaction.

6.4.5 Influence of social media.

The influence of social media on APF, Nepal presents various challenges. It can lead to information leakage, as sensitive operational details and personal information of officers can be unintentionally shared, compromising their safety and operational effectiveness. Misinformation and rumors spread through social media can cause confusion, panic, and negatively impact public perception of the police force. Additionally, social media can pose recruitment challenges, expose operational security risks, and have a psychological impact on officers due to constant exposure to negative content.

6.4.6 Balancing work responsibilities with personal and family life is essential for job satisfaction and well-being. Long and irregular working hours, frequent deployments, and limited time off can negatively impact job satisfaction. Implementing policies and practices that promote work-life balance, such as flexible work arrangements, leave policies, and support for personal obligations, can help improve job satisfaction within the APF, Nepal.

6.4.7 Limited opportunities for promotion and career progression can hinder job satisfaction within the APF, Nepal. Personnel may feel demotivated if they perceive a lack of upward mobility or if promotions are not based on merit. Ensuring transparent and fair promotion processes, providing clear career paths, and offering opportunities for professional growth can contribute to job satisfaction.

6.4.8 The physical work environment and infrastructure can significantly influence job satisfaction. Inadequate facilities, outdated equipment, and insufficient resources can negatively impact morale and job satisfaction. Ensuring a conducive and safe work environment, providing necessary equipment and technology, and addressing infrastructure gaps are crucial for maintaining job satisfaction.

6.5 Summary

In this chapter, the analysis of various data sources, including online surveys, primary data, key informant interviews, and focus group discussions, sheds light on the significant challenges surrounding job satisfaction and retention in the APF, Nepal. The identified challenges encompass a range of issues, such as a declining attraction towards joining the APF, Nepal an increasing trend of early retirements and dismissals from service, a self-centric mindset among APF personnel, low levels of motivation, a rise in mental health issues and suicide cases, a growing number of retirement and disciplinary cases, and a lack of interest in joining the APF, Nepal. These challenges pose substantial barriers to achieving job satisfaction and retaining skilled personnel within the APF, Nepal.

CHAPTER-VII

FINDINGS, CONCLUSION AND RECOMMENDATIONS

7.1 Findings

The current situation of job satisfaction and retention in the APF, Nepal is generally positive, with the majority of employee's content with their current positions. However, there are concerns within a small segment of the APF, Nepal regarding specific aspects, particularly salary and benefits. Empirical data indicates the presence of nominal-level job discontent in the APF, Nepal. Several factors contribute to the current low level of job discontent and turnover within the organization.

One significant factor is the issue of low pay and inadequate fringe benefits. APF, Nepal salaries are lower compared to foreign police, and the government's compensation falls short in meeting the cost of living. This discrepancy, along with unsatisfactory post-retirement social status and advantages, leads to the perception among JCOs and ORs aged 40 and above that there are limited employment opportunities after retirement.

Additionally, troop shortages in the APF, Nepal directly increase the workload for existing personnel. Imbalances in troop assignments within units or subunits create challenges in effectively implementing the leave policy. Gender bias, though present to a limited extent, makes it difficult to maintain a work-life balance. Furthermore, employment opportunities within the APF, Nepal are undervalued in comparison to other domestic and international possibilities. Promotion and posting procedures, while under review, have yet to meet the expectations of the personnel in general. The demanding nature of 24/7 duty requirements and the limitations on personal freedom further impact job satisfaction. These factors, combined with experience, seniority, and age, significantly contribute to dissatisfaction, particularly among ORs and mid-level officers in the APF, Nepal.

7.1.1 Challenges

The job satisfaction and retention within the APF, Nepal is influenced by various factors. Inadequate compensation has emerged as a significant concern, leading to financial insecurity, low morale, and reduced motivation among employees. Insufficient compensation not only affects the well-being of the workforce but also hampers the organization's ability to attract and

retain skilled individuals, thereby impacting productivity and tarnishing its reputation. Additionally, the trend of early retirement has been accelerated by the implementation of a 20-year service requirement for pensions. While the overall retirement rate in the APF, Nepal is increasing, the recruitment process struggles to attract young individuals, with many opting for opportunities abroad or prioritizing joining other foreign military forces before considering the APF, Nepal.

The organization's expectations for initiative and personal development among non-commissioned officers and junior commissioned officers have not been met. This passive attitude towards professional growth hinders overall job satisfaction and retention. There is also a concern about the dismissal of APF, Nepal staff at lower ranks, which indicates a violation of security force discipline and raises questions about the organization's job retention policy. The high rate of suicide and mental health problems among APF, Nepal personnel directly impacts job satisfaction and retention. These challenges, along with shortages in personnel, decreasing interpersonal relationships, and declining staff motivation levels, contribute to the current situation of job dissatisfaction and retention issues within the APF, Nepal.

7.2 Conclusion

Job satisfaction and job retention are crucial factors that greatly impact the effectiveness and success of the Armed Police Force, Nepal. The satisfaction and retention of employees within the APF, Nepal are essential for maintaining a highly motivated and skilled workforce, ultimately contributing to the organization's ability to fulfill its duties and responsibilities effectively. One of the key elements influencing job satisfaction and retention is fair and competitive compensation. Offering adequate salaries and comprehensive benefits is essential for attracting and retaining talented individuals within the APF, Nepal. When employees feel that they are fairly compensated for their efforts and have access to necessary benefits such as healthcare and retirement plans, they are more likely to be satisfied and committed to their roles. Additionally, providing career development opportunities is crucial for promoting job satisfaction and retention. The APF, Nepal should invest in training and development programs that allow employees to enhance their skills and advance in their careers. By offering clear paths for progression and growth, the APF, Nepal can demonstrate its commitment to the

professional development of its personnel, increasing their job satisfaction and likelihood of staying with the organization.

According to Herzberg's Two-Factor Theory, the dual nature of job satisfaction and dissatisfaction is highlighted, emphasizing both hygienic factors and motivators. Meanwhile, George Homans's Social Exchange Theory emphasizes the role of social interactions between employees and employers in job retention. According to this theory, employees assess the benefits and costs of their workplace, and if the benefits outweigh the expenses, they are more likely to stay. Rewards such as salary, perks, career opportunities, and job security are seen as benefits, while factors like workload, stress, and a lack of autonomy are considered costs. Understanding and addressing these factors is crucial for organizations to enhance job satisfaction, reduce dissatisfaction, and improve employee retention.

The study's data revealed that salary was a significant factor influencing job satisfaction in the APF, Nepal. Despite salary being reported as unsatisfactory by some employees, other determinants of job satisfaction helped maintain a compromise level of contentment. Surprisingly, the study found that the job turnover rate might not be significantly impacted, likely due to the scarcity of government jobs in Nepal. However, it is important for organizations, including the APF, Nepal, to consider addressing salary-related concerns and focusing on other aspects of job satisfaction to foster a more engaged and motivated workforce.

Maintaining a good work-life balance is another important factor in job satisfaction and retention. The APF, Nepal should strive to create policies and practices that enable employees to balance their personal and professional lives effectively. This could involve flexible work arrangements, reasonable working hours, and adequate leave policies. By valuing the well-being of its employees and supporting their work-life balance, APF, Nepal can foster a positive work environment that promotes satisfaction and retention. Recognition and rewards play a significant role in enhancing job satisfaction and retention. The APF, Nepal should establish mechanisms to acknowledge and appreciate the achievements and contributions of its personnel. Regular feedback, performance-based incentives, and opportunities for advancement can boost motivation, job satisfaction, and retention rates within the organization.

Organizational culture and leadership have a significant impact on employee retention and job satisfaction within the APF, Nepal. Working in a setting that promotes teamwork, open communication, and respect can help employees create a sense of identity and commitment.

Effective leadership that inspires trust and provides direction is also crucial. When workers feel valued, supported, and confident in their leaders, employee retention and best effort contributions are more likely to occur.

The APF, Nepal places a high priority on employee retention and job satisfaction. The APF, Nepal can establish a workplace that promotes job satisfaction and retention by making sure that pay is fair and competitive, offering career development opportunities, encouraging work-life balance, recognizing employee accomplishments, and fostering a positive organizational culture. The APF, Nepal will ultimately benefit from a highly skilled and motivated workforce, enabling it to efficiently carry out its duties and preserve its standing as a respectable law enforcement agency.

7.3 Recommendations

The empirical data showed that certain APF, Nepal employees were disappointed with their jobs as a result of respondents' reservations and disagreements on a few topics, mostly pertaining to salary and perks. The psychological, social, behavioral, and cultural domains of an individual are also related to job unhappiness, it should be mentioned in the interim. Therefore, every effort must be taken to maintain a greater level of job satisfaction within the APF, Nepal by resolving current sources of unhappiness as soon as possible. Based on KII and the study on this research, the following are the major recommendations to maintain job satisfaction and job retention in APF, Nepal.

7.3.1 To the APF, Nepal

To improve job satisfaction and retention within the APF, Nepal, several initiatives can be implemented. Instantly, maintaining a gender-inclusive environment is crucial. Educating staff at all levels about gender bias and discrimination and adopting strict regulations to prevent such behavior is essential. It is also important to maintain a just reward and punishment system to ensure accountability and fairness in the organization. Recognition and rewards play a significant role in boosting morale and job satisfaction. Implementing a formal system to acknowledge exceptional performance and achievements within the APF, Nepal can motivate personnel. This can include performance-based bonuses, promotions, certificates, and public appreciation ceremonies. Recognizing and valuing the efforts of employees reinforces their sense of worth and encourages them to continue performing at a high level.

Investing in training and development is vital for enhancing job satisfaction. Providing regular training programs and opportunities for professional growth can improve the abilities and knowledge of APF, Nepal personnel. This can include leadership development, specialized courses, and workshops on relevant topics. By empowering employees through continuous learning, they will feel valued and equipped to handle the challenges of their roles. Promoting a healthy work-life balance is crucial to supporting the well-being of APF, Nepal personnel. Implementing flexible work arrangements and leave policies allows employees to effectively manage their personal and professional commitments. Encouraging personnel to take periods off for personal activities and ensuring proper scheduling to avoid excessive overtime helps reduce burnout and increase job satisfaction.

Introducing employee assistance programs is essential for addressing the mental health and well-being of APF, Nepal personnel. These programs can provide counseling services, mental health support, financial counseling, and stress management resources. Supporting employees in managing personal and work-related challenges contributes to their overall job satisfaction and retention. Establishing a fair and transparent promotion system is important for providing career advancement opportunities. By Recognizing employees based on merit and performance and providing clear career paths within the APF, Nepal can motivate personnel to strive for excellence. Regular performance evaluations and feedback can also help employees understand their strengths and areas for improvement, fostering job satisfaction and professional growth.

7.3.2 To the Government of Nepal

To improve job satisfaction and retention within the APF, Nepal, several key initiatives can be implemented. Ensuring competitive compensation for APF, Nepal personnel is crucial. Regularly reviewing and revising the salary structure to keep it in line with inflation and market standards helps attract and retain talented individuals. Offering competitive benefits and allowances also contributes to their overall satisfaction and motivation. By providing fair and attractive compensation packages, the APF, Nepal can demonstrate that it values its personnel and their contributions, thus increasing job satisfaction and reducing turnover.

Professional development opportunities play a vital role in enhancing job satisfaction and retaining skilled personnel. Providing comprehensive training programs, specialized courses, and workshops that align with the responsibilities and career aspirations of APF, Nepal personnel is essential. Creating pathways for career advancement through promotions and

offering mentorship programs can motivate employees to continually improve their skills and knowledge. By investing in their professional growth, the APF, Nepal can show its commitment to the development of its personnel, which in turn fosters loyalty and job satisfaction.

Additionally, maintaining a healthy work-life balance is crucial for the well-being and job satisfaction of APF, Nepal personnel. Implementing policies and practices that promote flexible work arrangements, adequate rest periods, and family-friendly policies helps employees manage their personal and professional commitments effectively. Providing support for work-life balance demonstrates the organization's commitment to the welfare of its personnel, improving job satisfaction, and reducing burnout. By creating a supportive and accommodating work environment, the APF, Nepal can foster a sense of work-life harmony, resulting in higher retention rates and increased job satisfaction among its personnel.

7.3.3 Further Research

One of the fundamental components of a soldier's ability to perform their job professionally in APF, Nepal, is job satisfaction. However, it can be challenging to guarantee a person's complete contentment. Due to the shifting socioeconomic environment, individual psychological issues, and numerous organizational elements, expectations from the job are continuously rising in Nepal. Due to the state of the national economy right now, it will be extremely challenging to put all of the aforementioned recommendations into practice. Therefore, proposals should be put into practice gradually. This advice must, however, be completely expanded in the future. In addition, in-depth research on the career plan of troops in APF, Nepal, professional standards, and work-life balance is strongly advised.

APPENDICES

APPENDIX- "A"

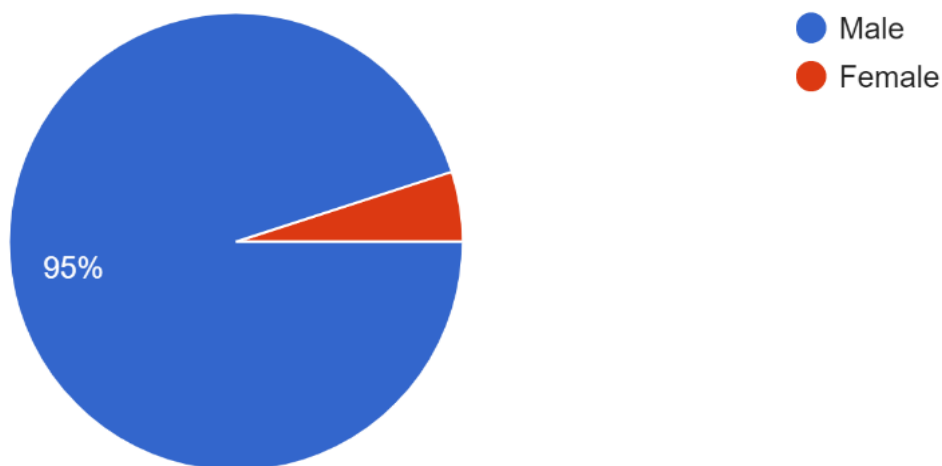
JOB SATISFACTION AND JOB RETENTION IN ARMED POLICE FORCE, NEPAL (QUESTIONNAIRE AND SURVEY RESULT: OFFICERS)

(Refer to page No. 21, 22)

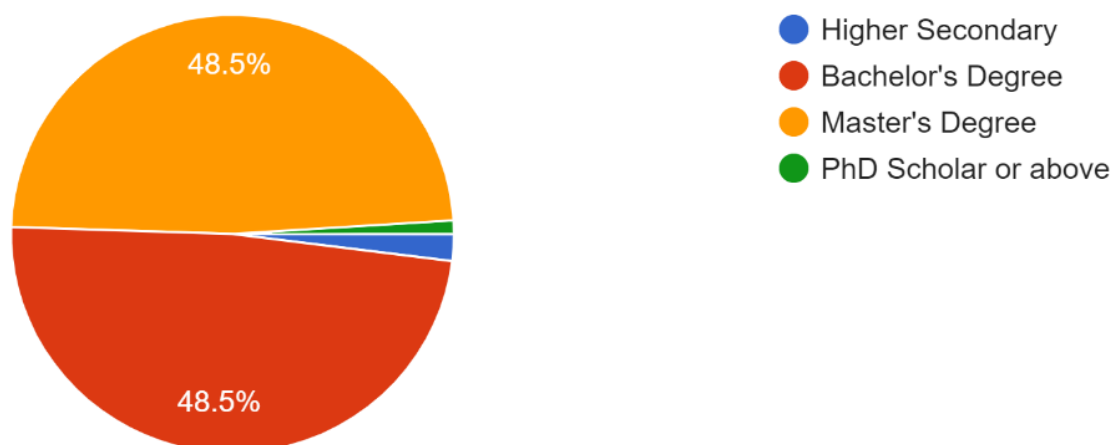
Total Respondents: 101

Personal Details of Respondent

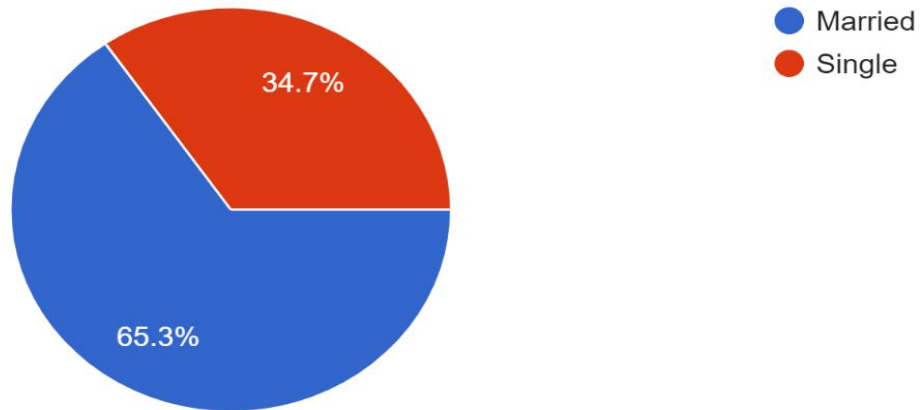
1. Gender



2. Academic Qualification

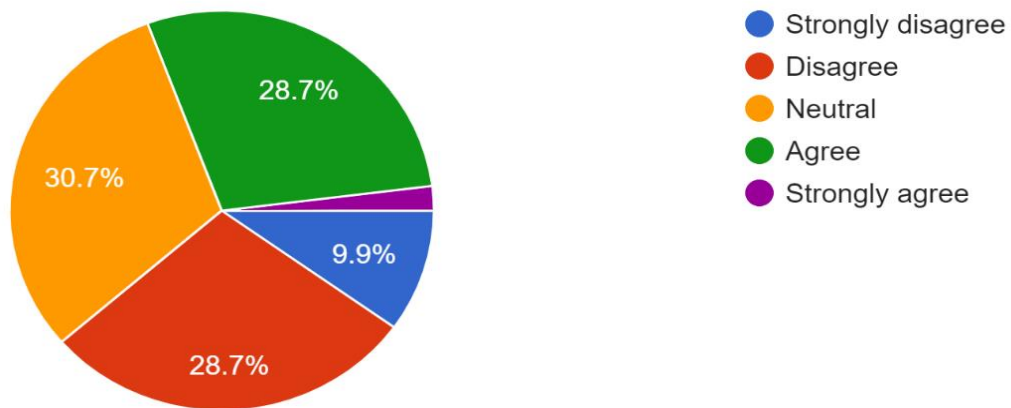


3. Marital Status

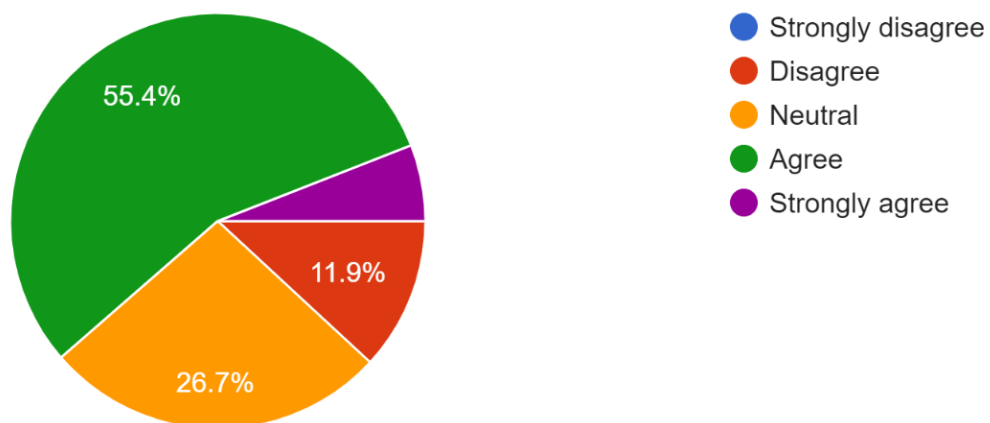


Subject related questionnaire

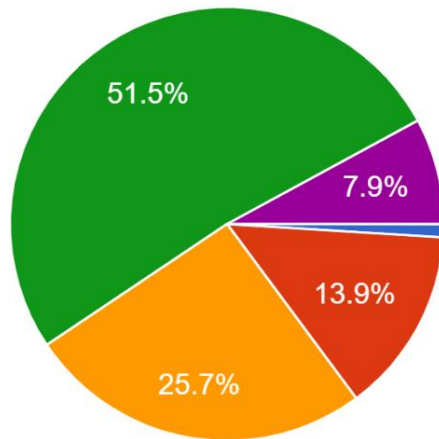
1. My present salary is satisfactory



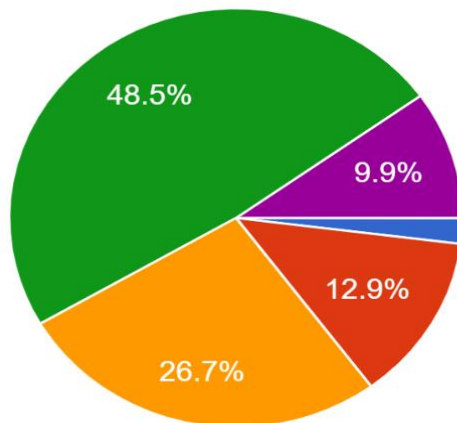
2. The Welfare program is very beneficial.



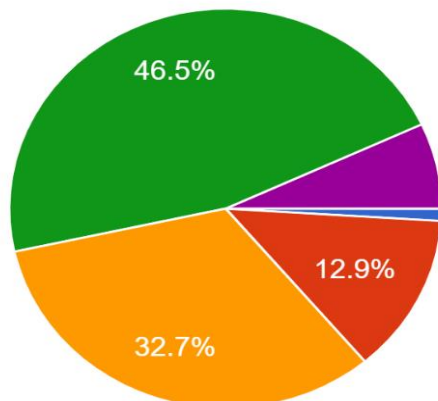
3. Job Satisfaction in APF, Nepal



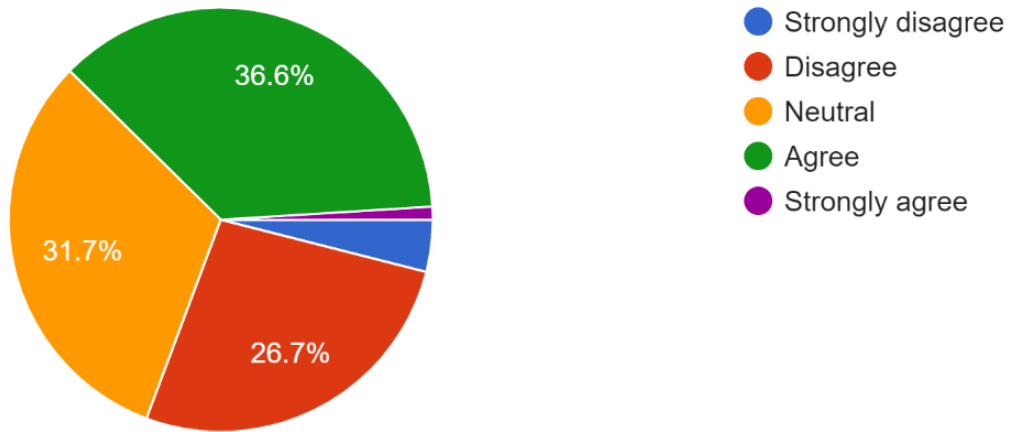
4. Working Environment is good.



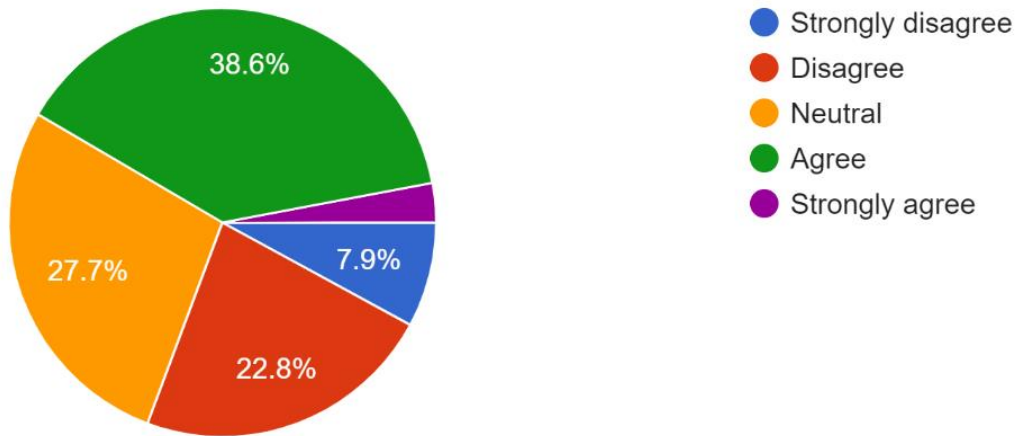
5. Reward and Punishment System in APF, Nepal



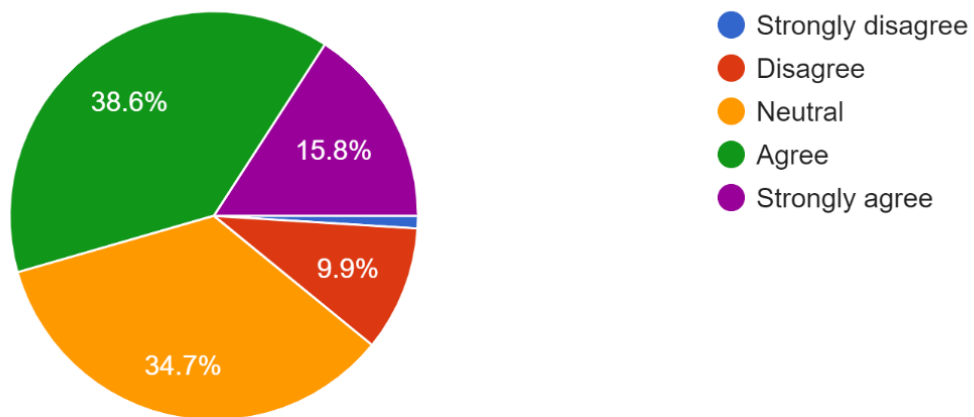
6. Post-retirement benefits



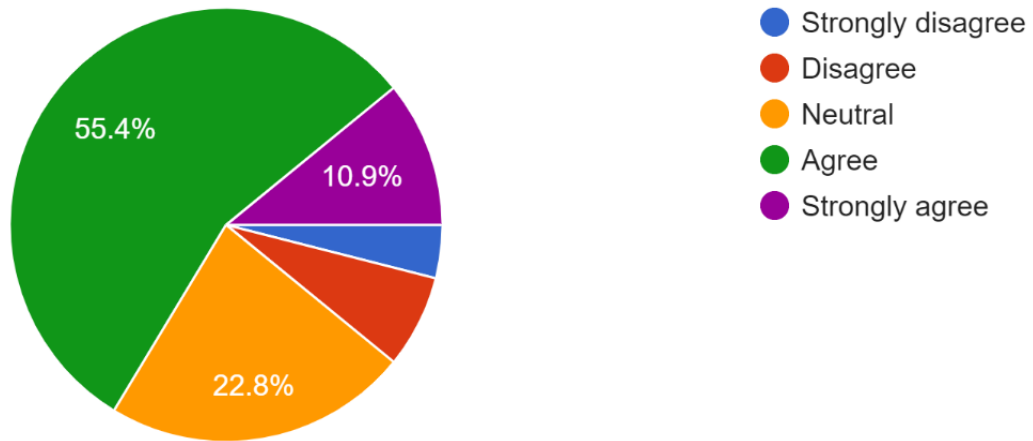
7. Satisfaction in career planning, performance appraisal



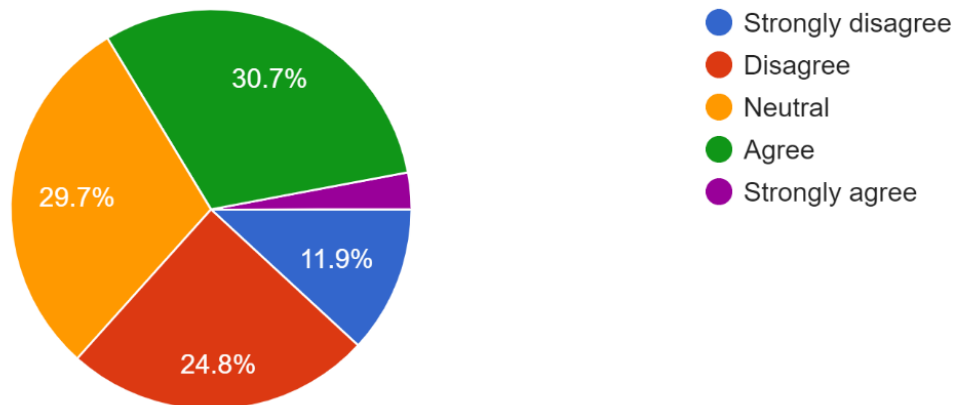
8. Family satisfaction?



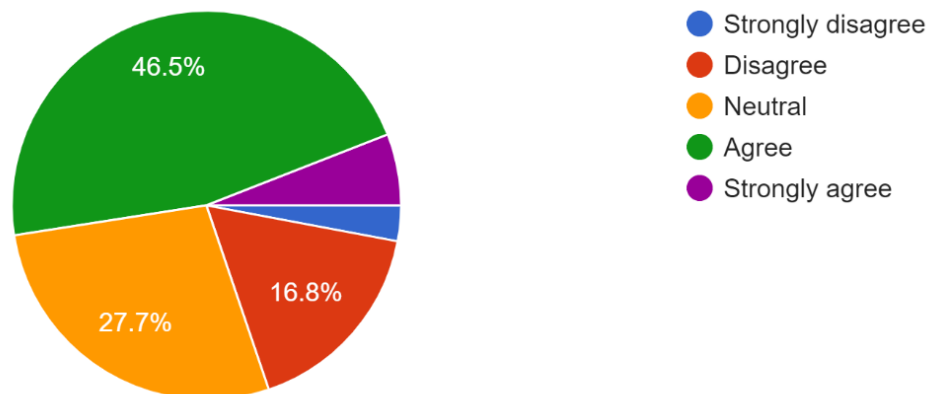
9. Job Safety and security



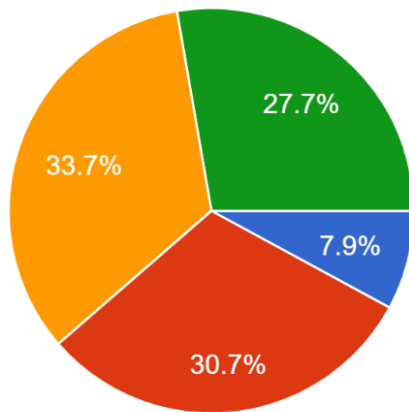
10. Promotion and posting system of APF, Nepal



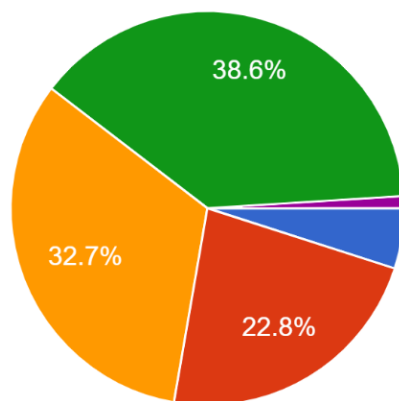
11. Recruitment and Training Policies of Organization



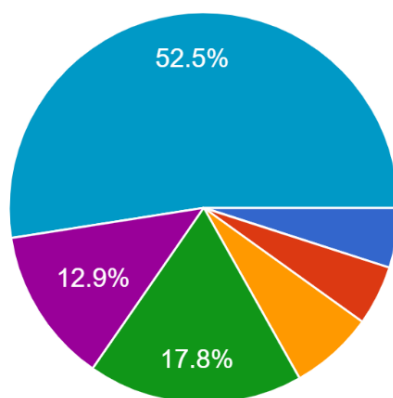
12. Incentives



13. Accommodation



14. When you finally leave the Job, how many total years of service do you expect to have?



15. What improvements would you suggest to enhance job satisfaction and retention in the armed police force in Nepal?

(Subjective answer)

16. What factors would influence your decision to stay or leave your current job?

(Subjective answer)

17. How are job satisfaction and job retention challenges in APF, Nepal?

(Subjective answer)

18. If any suggestions, please mention them.

(Subjective answer)

सशस्त्र प्रहरी बल, नेपालमा जागिर सन्तुष्टि र जागिरमा निरन्तरता कायम राख्ने (JOB SATISFACTION AND JOB RETENTION) को सम्बन्धमा गरिएको प्रश्नावली र सर्वेक्षणको नतिजा।

(जुनियर अधिकृत तथा अन्य दर्जा)

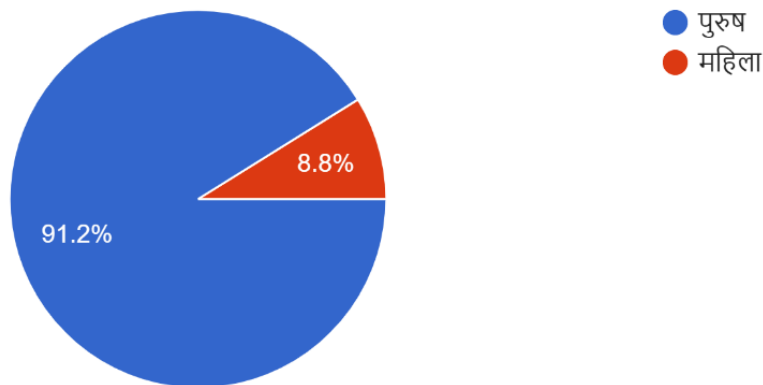
जम्मा उत्तरकर्ताको संख्या : २०५

व्यक्तिगत विवरण सम्बन्धी प्रश्नावली

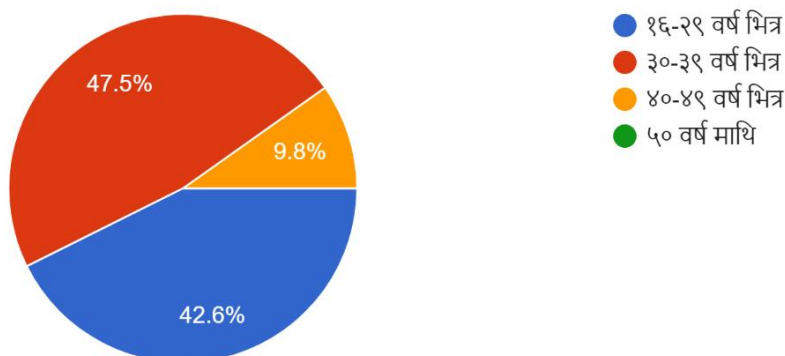
(१) तपाईँ हाल कुन दर्जामा हुनु हुन्छ?

(२) तपाइंले स प्र बल नेपालमा कति वर्ष सेवा गर्नु भयो?

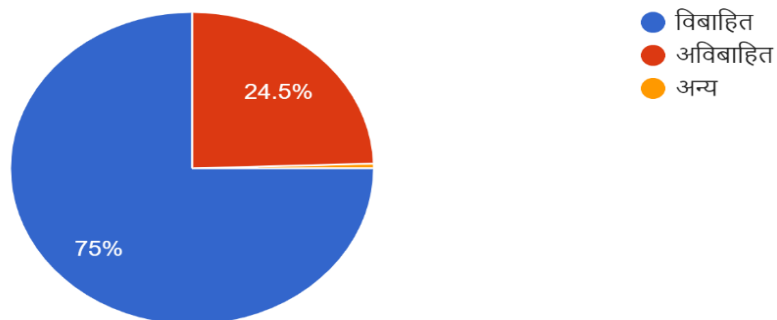
(३) तपाईंको लिङ्ग (Gender) खुलाउनुहोस ।



(४) तपाईंको उमेर समूह कति हो?



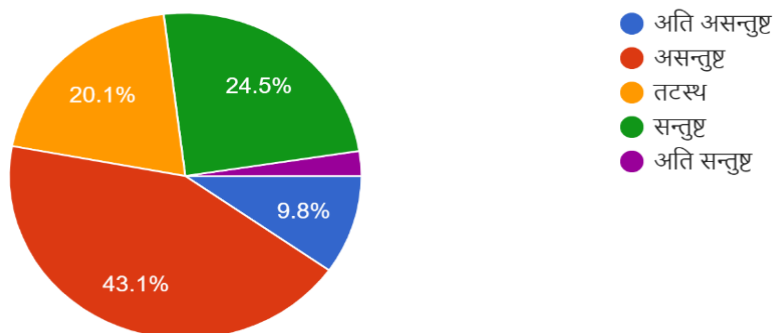
(५) तपाईंको वैवाहिक स्थिती के छ?



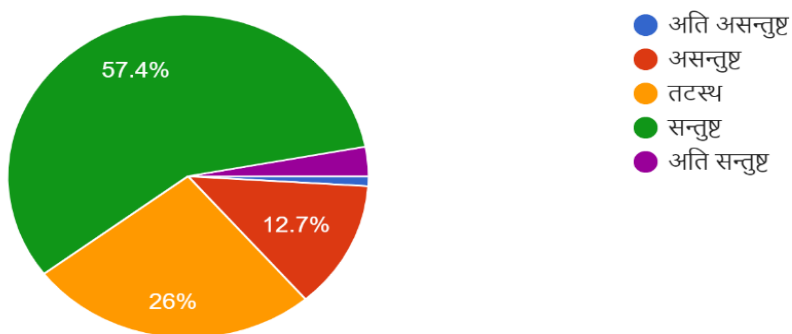
(६) तपाईंको शैक्षिक योग्यता खुलाउनुहोस ।

बिषय सँग सम्बन्धित प्रश्नावली

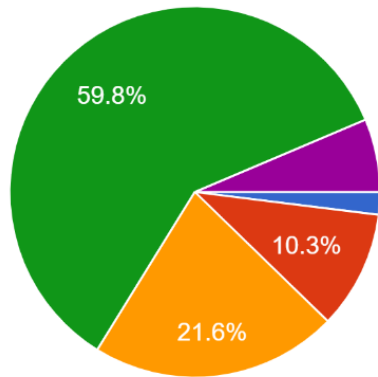
(१) मेरो हालको तलब सन्तोषजनक छ? तल दिएका मध्ये कुनै एक मात्र छान्नुहोस् ।



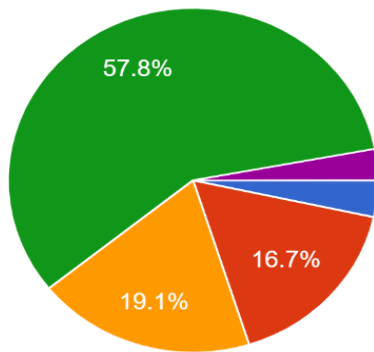
(२) स प्र बल नेपालको कल्याणकारी कार्यक्रम ।



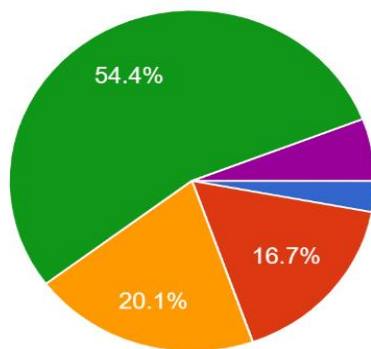
(३) सशस्त्र प्रहरी बल नेपालको जागिरमा सन्तुष्टि ।



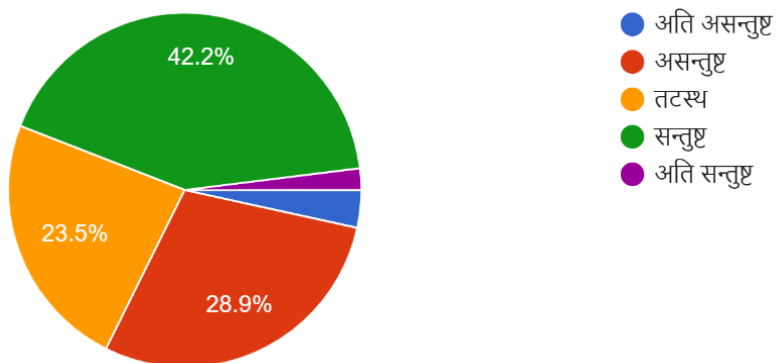
(४) कार्यक्षेत्र मा अनुकूल काम गर्ने वातावरण।



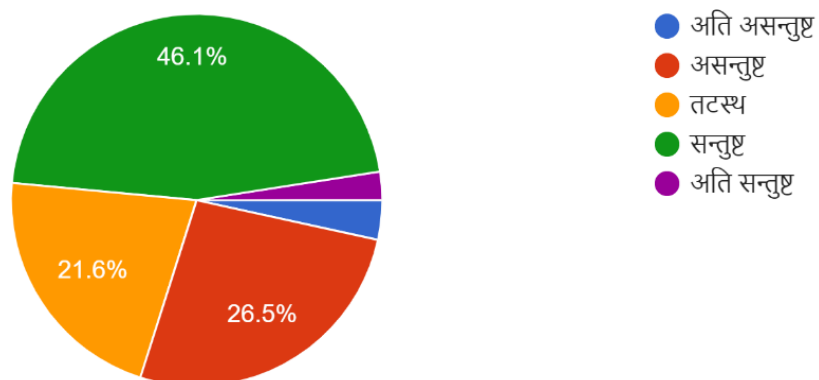
(५) स प्र बल नेपालमा दण्ड-सजाय र पुरस्कार प्रणाली ।



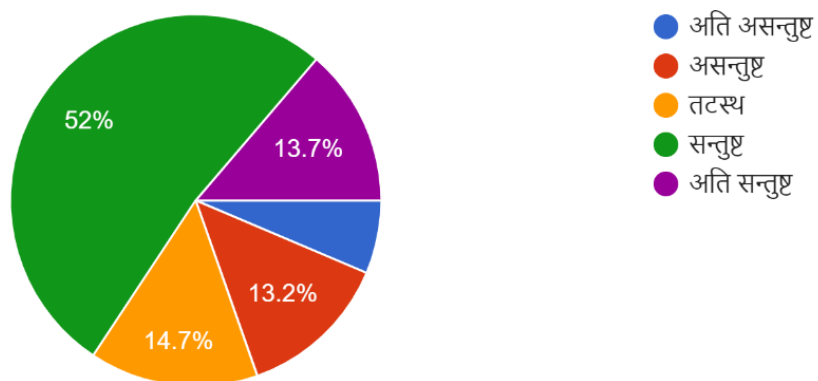
(६) स प्र बल नेपालमा सेवानिवृत्ति पछिको सुविधा।



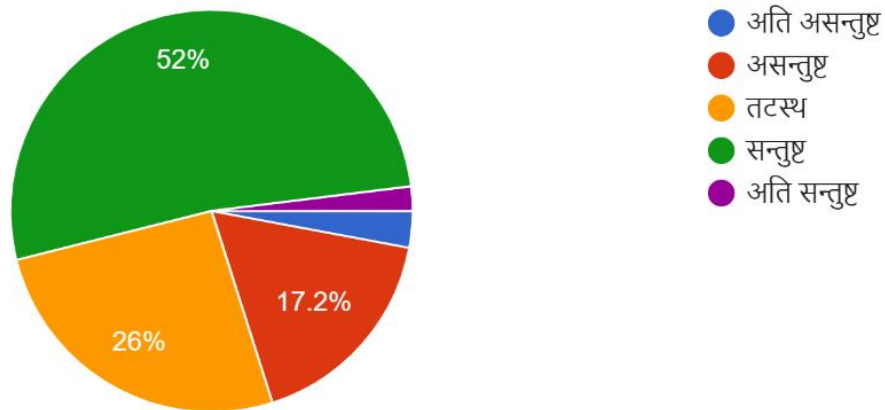
(७) स प्र बल नेपालमा बृत्तिबिकाशको योजना तथा क्षमता मूल्याङ्कनमा सन्तुष्टि।



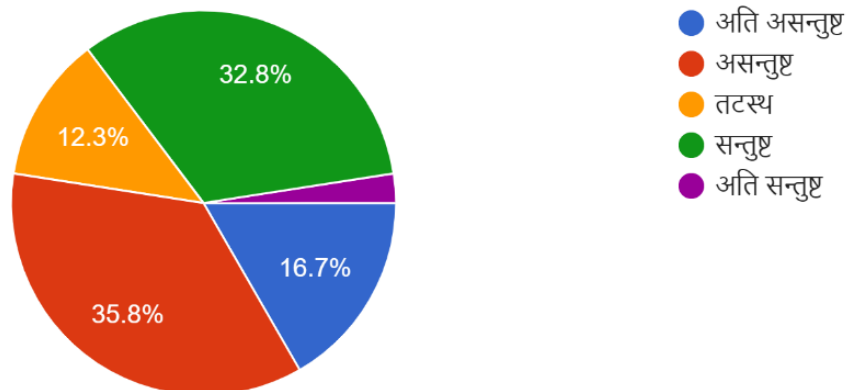
(८) पारिवारिक सन्तुष्टि?



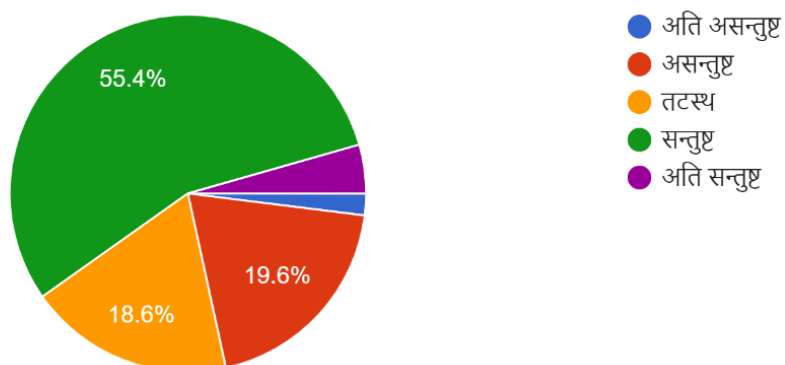
(९) जागिरको सुरक्षा र सुनिश्चितता ।



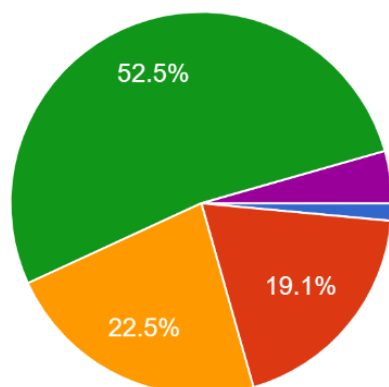
(१०) स प्र बल नेपालको बढुवा र पदस्थापन प्रणाली ।



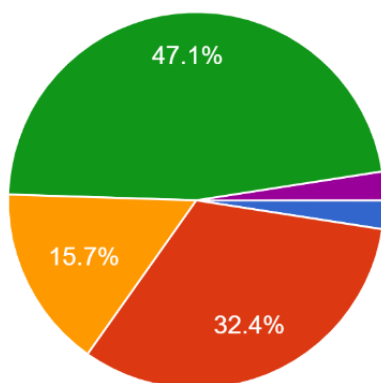
(११) संगठनको भर्ती र प्रशिक्षण नीतिहरू ।



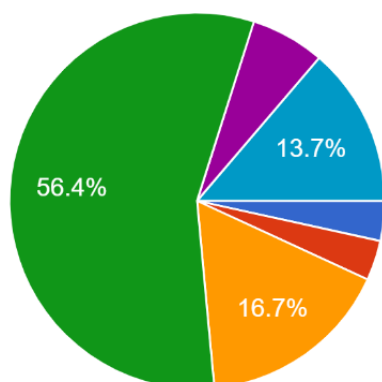
(१२) संगठनको प्रोत्साहन निति ।



१३) संगठनको आवास तथा ब्यारेक ।



(१४) तपाईं बिचमा जागिर छोड्नुहुन्छ कि, तपाईं कति वर्ष सेवाको अपेक्षा गर्नुहुन्छ?



(१५) तपाईं सशस्त्र प्रहरी बल नेपालको काममा सन्तुष्टि र जागिरमा निरन्तरता कायम राख्न के सुधार गर्न सुझाव दिनुहुन्छ?

(१६) तपाईं विचारमा सशस्त्र प्रहरी बल नेपालको हालको जागिरमा रहन वा छोड्ने तपाईंको निर्णयलाई कुन कारकहरूले प्रभाव पार्छ?

(१७) तपाईं विचारमा सशस्त्र प्रहरी बल नेपालको जागिर सन्तुष्टि र जागिर निरन्तरता कायम गर्नमा चुनौतीहरू के छन्?

(१८) तपाईं विचारमा यदि कुनै सुझाव छ भने, कृपया उल्लेख गर्नुहोस्।

APPENDIX- “B”

JOB SATISFACTION AND JOB RETENTION IN APF, NEPAL

(QUESTIONNAIRE FOR KII)

For Early Retired APF, Nepal Personnel

(Refer to page No 21)

1. With your experience and observation, how do you rate the overall level of job satisfaction among APF personnel at present? (तपाइंको अनुभव को आधारमा स प्र बल नेपाल को सकल दर्जामा नोकरी/जागिर सन्तुष्टता लाई कसरी मुल्यांकन गर्नु हुन्छ?)

- | | |
|---------------------------------------|------------------------------------|
| a) Extremely Dissatisfied | (क) अत्यन्त असन्तुष्टी |
| b) Fairly Dissatisfied | (ख) केही मात्रामा मात्र असन्तुष्टी |
| c) Neither satisfied nor dissatisfied | (ग) दुवै छैन |
| d) Somehow satisfied | (घ) केहि मात्रामा मात्र सन्तुष्टी |
| e) Fully Satisfied | (ङ) पूर्ण सन्तुष्टी |

2. Why did you chose early retirement from APF, Nepal? (तपाइंले स.प्र.बल नेपाल चाडो छोड्नु पछाडी के कस्ता कारण हरु रहेका छन्?)

3. What do you think other major possible causes of job dissatisfaction in APF, Nepal beside yours? (आफ्नो कारणहरु बाहेक स.प्र.बल. नेपालमा नोकरी/जागिर असन्तुष्टीका अन्य कारणहरु के-के हुन सक्छन?)

4. In your opinion, what are the possible measures or recommendations that APF, Nepal should adopt to ensure the job satisfaction amongst its personnel? (तपाइंको बिचारमा स.प्र.बल नेपालले सकल दर्जामा नोकरी/जागिर सन्तुष्टता सुनिश्चित गर्न के कस्ता उपायहरु अबलम्बन गर्नु पर्छ?)

APPENDIX- “C”**BASIC SALARY SCALE OF APF, NEPAL PERSONNEL**

(Refer to page 50)

Rank	2070/071	2071/072	2072/073	2073/074	2074/075	2075/076	2076/077	2077/078	2078/079	2079/080
IG	37,390	41,130	41,130	51,420	51,420	51,420	60,680	60,680	62,680	72,082
AIG	37,390	41,130	41,130	51,420	51,420	51,420	61,680	61,680	62,680	72,082
DIG	31,420	34,570	34,570	43,220	43,220	43,220	51,000	51,000	53,000	60,950
SSP	29,200	32,120	32,120	40,150	40,150	40,150	47,380	47,380	49,380	56,787
SP	26,780	29,460	29,460	36,830	36,830	36,830	43,460	43,460	45,460	52,279
DSP	24,880	27,370	27,370	34,220	34,220	34,220	40,380	40,380	42,380	48,737
INSP	22,180	24,400	24,400	30,500	30,500	30,500	35,990	35,990	37,990	43,689
SSI	20,390	22,430	22,430	28,040	28,040	28,040	33,650	33,650	35,650	40,998
SI	17,090	18,800	18,800	23,500	23,500	23,500	28,200	28,200	30,200	34,730
ASI	16,100	17,710	17,710	22,140	22,140	22,140	26,570	26,570	28,570	32,856
SHC	13,810	15,200	15,200	19,000	19,000	19,000	22,800	22,800	24,800	28,520
HC	13,330	14,670	14,670	18,340	18,340	18,340	22,010	22,010	24,010	27,612
AHC	12,770	14,050	14,050	17,570	17,570	17,570	21,090	21,090	23,090	26,554
Cons	12,520	13,780	13,780	17,230	17,230	17,230	20,680	20,680	22,680	26,082
Fol	11,800	12,980	12,980	16,230	16,230	16,230	19,480	19,480	21,480	24,702

Source. Account Branch, APF, Nepal HQ

PRICE COMPARISON OF SOME ESSENTIAL COMMODITIES

(Refer to page 50)

S.N.	Commodities	Unit	Average Price (NRS)			
			FY 76/77	FY 77/78 @5%	FY 78/79 @13%	FY 79/80 @14%
1	Wheat flour	1 kg	59.71	62.67	63.13	70.00
2	Rice	1 kg	131.30	134.75	137.23	145.00
3	Black Gram	1 kg	148.44	164.11	174.81	175.00
4	Green gram	1 kg	186.31	200.45	207.58	220.00
5	Cauli flower	1 kg	79.03	84.66	89.16	100.00
6	Mutton	1 kg	846.88	896.57	955.80	1150.00
7	Soybean oil	1 Ltr	155.37	193.45	259.96	280.00
8	Mustard oil	1 ltr	191.10	227.36	299.13	335.00
9	Banana	1 Doz	104.32	102.73	112.44	130.00
10	Sugar	1 kg	84.74	88.84	95.88	105.00
11	LP Gas (Refill)	1 cld	1465.78	1472.17	1666.34	1880.00
12	Detergent soap	1 pec	26.97	29.03	32.69	40.00
13	Petrol	1 ltr	109.54	116.14	149.93	181.00
14	Diesel	1 ltr	96.43	100.34	132.92	178.00
	Total		3685.92	3873.27	4377.00	4989.00

Source. Nepal Rasta Bank

COMPARISON OF SALARY WITH OTHER COUNTRIES POLICE OFFICER

(Salary of a Senior Officer)

(Refer to page 50)

S. N.	Security Forces	Salary (in \$) per month (Includes basic salary, grades, and all allowances)
1.	Canada	100000
2.	Switzerland	74618
3.	United States	60000
4.	United Kingdom	38000
5.	Australia	42000
6.	France	43000
7.	India	22380
8.	Pakistan	12115
9	Sri Lanka	4872
10	Nepal	4135

Source. World Salaries, (2023) and Salary Expert, (2023)

APPENDIX- “D”
PARTICIPANTS OF KEY INFORMANT INTERVIEW AND SUMMARY OF FOCUS
GROUP DISCUSSION

KII Participants

(Refer to page No. 21 and 62)

Early Retired Personnel

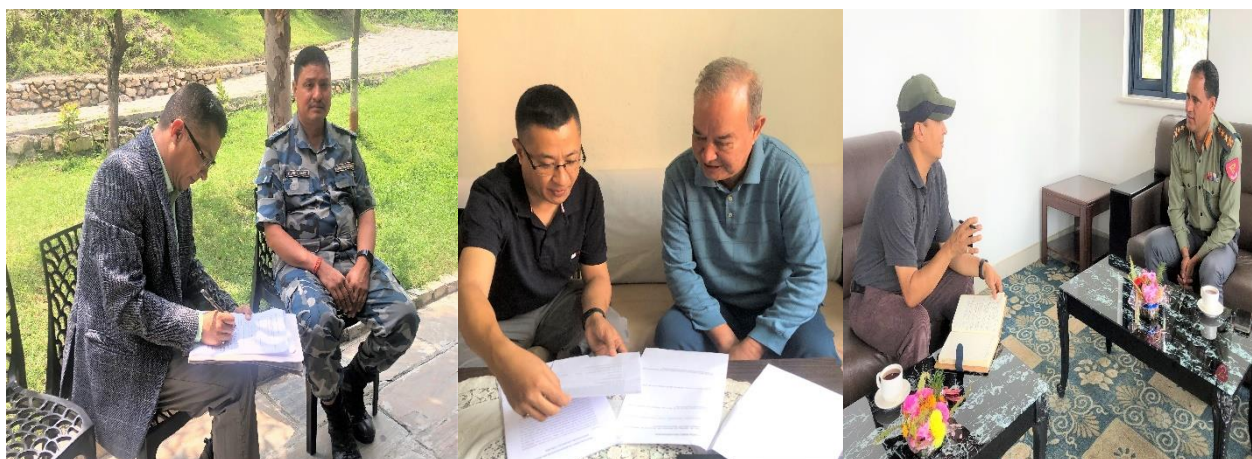
S. No.	Rank	Name	Remarks
1	Rt, AIG	R Shrestha	APF, Nepal
2	Rt. AIG	K Chaudhari	APF, Nepal
3	Rt. DSP	K. Khati	APF, Nepal
4	Rt. Insp	B Subedi	APF, Nepal
5	Rt. Insp	A R pant	APF, Nepal
6	Rt. Insp	B Rajbanshi	APF, Nepal

Experts

S. No.	Status	Name	Remarks
1	Rt AIG	N B Thapa	APF, Nepal
2	Rt. AIG	R B Thapa	APF, Nepal
3	Rt. Professor of TU	Prof. B K Maskay	TU
4	Visiting Faculty at APF C&SC and NOU	T B KC, PhD	Independent Director, Everest Bank.
5	SSP	K Timilsina	APF, Nepal
6	SP	P Saud	APF, Nepal

Figure 1

Key Informant Interview



Source: The Author own work.

**JOB SATISFACTION AND JOB RETENTION IN ARMED POLICE FORCE,
NEPAL: A FOCUSED GROUP DISCUSSION WITH THE ALL RANKS OF APF, NO
20 (DISASTER RESCUE) BATTALION**

INTRODUCTION

1. The Armed Police Force, Nepal is a specialized security force responsible for maintaining law and order, combating terrorism, and providing security in Nepal. Among its various units, the No. 20 Disaster Rescue Battalion based in Sinamangal, Kathmandu holds a critical role in POM, Vital Installation security, disaster response and rescue operations. Comprising highly trained personnel, the battalion is dedicated to mitigating the impact of natural and man-made disasters, such as earthquakes, floods, landslides, and other emergencies. As Kathmandu is located in a seismically active region, prone to natural disasters such as earthquakes, floods and fire, the No. 20 Disaster Rescue Battalion plays a vital role in ensuring preparedness and effective response during times of crisis. The battalion is composed of highly trained personnel who undergo rigorous training in disaster management, search and rescue techniques, medical support, and coordination of relief efforts. Equipped with specialized rescue equipment and techniques, the No. 20 Disaster Rescue Battalion plays a crucial role in ensuring the safety and well-being of Nepalese citizens during times of crisis, exemplifying the APF, Nepal's commitment to safeguarding the nation and its people.

Figure 2

Focus Group Discussion in No 20 BN



Source: The Author own work.

AIM

2. The aim of this paper is to critically analyze the level of job satisfaction and retention among all ranks of No 20 Disaster Rescue BN and bring out the pertinent impact in the Job Retention.

SCOPE

3. The paper would broadly cover the following headings.

- (a) The status of job satisfaction
- (b) Impact of job satisfaction on the Job Retention.
- (c) Units' contribution to enhance the job satisfaction among all ranks
- (d) Conclusion

The status of job satisfaction

4. All ranks of the BN have truly stated their opinions regarding their degree of job satisfaction at the moment based on formal and informal encounters and a pre-designed survey questionnaire. According to statistical analysis, most of the sample group's job satisfaction levels are at their highest levels, however a number of issues still require extensive attention. The factors that were considered and need to be addressed in relation to job satisfaction are outlined in some of the important areas below.

- (a) The main issues that the troops have been worried about are benefits and salaries, which should be improved in order to increase job satisfaction. According to the discussion, the troops made it apparent that a significant pay and allowance increase was required given the current situation.
- (b) Despite well-defined policies regarding allocated leave and holidays, the nature and tasks that organizations or units are given occasionally make it difficult to adhere to the leave policies and the frequency of leave, which lowers the degree of job satisfaction.
- (c) The troops under command have requested relevant, updated, and scientific welfare programs from the Government of Nepal and the APF, Nepal's Welfare Section, in order to retain their highest level of job satisfaction.

(d) In order to assure further improvement of job satisfaction and to adequately address their family and social difficulties, posting policies and home station posting have been another motivating factor for officers and female APF, Nepal staff.

(e) The level of job satisfaction and commitment to the organizational objective are likely to be impacted by the periphery post-retirement plans and policies, which are aligned with welfare systems. After retirement, using a variety of plans to ensure that all levels are well looked after when they begin their second innings at home.

Impact of job satisfaction on the Job Retention of the unit

5. The performance on the individual serves as the work force for any organization and same holds good for the organization. Therefore, the performance of the individual is driven moreover by the job satisfaction and his willingness to commit towards this unit's mission and goal. Some of the impacting factor on the job retention of the unit on the basis of job satisfaction are discussed below.

(a) The financial benefits and perks with regards to UN missions have been the deciding factor in the commitment of all ranks to the unit. At present, No. 20 Bn has more than 45 APF personnel from different unit serving at the battalion who are waiting for the departure date for UN mission after finishing the pre-deployment course. They are highly motivated to complete tasks. Other APF staff have served in the institution for 16 years and have not had the opportunity to participate in UN missions. The dilemma of when these groups are likely to be part of the UN mission and whether to continually serve in the institution as the designated pensionable term approaches

(b) Nature of 24/7 duties and the always busy units of capital cities. Every rank wants to take time off and enjoy holidays at their preferred times. However, the demands of the nation, organization, and unit might not always allow for or take care of the leave or holidays, which occasionally has a negative impact on the morale and professional conduct of the troops.

(c) The institution's pyramidal structure sometimes makes it difficult to give timely and deserving promotions, which has a negative impact on everyone's level of job satisfaction and contributes to a high turnover rate.

Unit's contribution to enhancing job satisfaction among all ranks

6. The unit commander and the associated staffs have a primary duty to see to it that the professional requirements, welfare, and other ancillary issues of the troops are thoroughly investigated, thought out, and addressed in order to maintain the highest degree of job satisfaction among all ranks of the unit. Currently, APF, Nepal No 20 Bn has assured the following actions, some of which are detailed below, to ensure the highest degree of job satisfaction is maintained.

(a) Maintained and built new accommodations for all rank APF, Nepal personnel with the initiation of the unit CDR and support of HQ. Especially female staff and senior officers are in separate compounded accommodations.

(b) Formal and informal exchanges, as well as counseling, have always had a significant impact on upholding and boosting morale and improving job satisfaction among all levels of the unit.

(c) Staff members have been informed of any new or modified welfare policies pertaining to the Nepal Welfare Section of the APF, Nepal which is expected to help keep the troops motivated and continuously committed to the organization.

(d) In this regard, No. 20 BN has made all kinds of efforts to address the relevant policy with regard to improving job satisfaction among all ranks.

(e) Strictly follow the rules of reward and punishment to maintain command and control within the unit.

In conclusion, the assessment of job satisfaction within the APF, Nepal No. 20 (Disaster rescue) Battalion in Nepal highlights the importance of addressing key factors that influence personnel satisfaction. While the majority of personnel reported high levels of job satisfaction, there are areas that require attention, such as improving benefits and salaries, aligning leave policies with organizational needs, enhancing welfare programs, ensuring fair posting policies, and establishing effective post-retirement plans. By implementing measures to address these concerns and promote a supportive work environment, the No. 20 Battalion can further enhance job satisfaction, leading to increased retention, commitment, and professionalism among its ranks.

**JOB SATISFACTION AND JOB RETENTION IN ARMED POLICE FORCE,
NEPAL: A FOCUSED GROUP DISCUSSION WITH THE ALL RANKS OF APF,
NEPAL, SECURITY BASE, BALAJU**

INTRODUCTION

1. Job satisfaction and job retention are critical aspects of maintaining a motivated and committed workforce within the Armed Police Force Nepal. This focused group discussion aims to explore the perspectives and experiences of female personnel stationed at the Balaju Security Base in relation to job satisfaction and its impact on job retention. By gathering insights from the participants, this discussion seeks to identify the key factors influencing job satisfaction and retention among female APF, Nepal personnel and explore potential strategies for improvement. During FGD picture mention below figure 3.

Figure 3

Focus Group Discussion in APF, Nepal, Security Base, Balaju



Source: The Author own work.

AIM

2. To access the level of job satisfaction of the focused group of APF, Nepal's personnel, and its impact on Job retention of the individual and performance of the unit.

DISCUSSION AND FINDING

3. The focused group discussion was conducted exclusively with female APF, Nepal personnel stationed at the Balaju Security Base. The unit commander was made to facilitate the discussion, ensuring an open and inclusive environment that encourages honest participation. The participants were encouraged to share their personal experiences, challenges, and suggestions related to job satisfaction and job retention.

4. Participants discussed the factors that significantly impact their job satisfaction. These included considerations such as salary and benefits, work-life balance, career growth opportunities, workplace safety, supportive leadership, recognition, and job security.

5. The discussion focused on exploring the connection between job satisfaction and job retention from the participants' perspectives. They were having the opportunity to share instances where job satisfaction has influenced their decision to remain in or leave the APF.

6. Participants identified the challenges they face that may contribute to job dissatisfaction and affect their decision to stay or leave the organization. These challenges might encompass issues such as limited promotional opportunities, work-life balance difficulties, gender-related biases or barriers, workplace culture, and professional development constraints.

7. Participants were focused on proposing strategies and recommendations for improving job satisfaction and retention among APF, Nepal personnel. This was included in suggestions related to equitable opportunities for growth and advancement, mentoring and support programs, work-life balance initiatives, gender-sensitive policies, and creating a positive and inclusive work environment.

8. In conclusion, the focused group discussion with female personnel at the Balaju Security Base provides valuable insights into the factors influencing job satisfaction and job retention within the APF, Nepal specifically from the perspective of female employees. The findings from this discussion can be used to develop targeted interventions, policies, and initiatives aimed at addressing the identified challenges and enhancing job satisfaction and retention among female APF personnel. Ultimately, these efforts will contribute to a more motivated, empowered, and gender-inclusive workforce within the APF, Nepal.

RECOMMENDATIONS

9. According to the study of both units FGD, there are significant differences between the officer's perception and the JCO's and NCO's perception of the unit in terms of their understanding and expectations of job satisfaction. Since everyone has different backgrounds and levels of comprehension, job satisfaction is nonetheless high. Numerous variables, some of which are uncommon, affect it. For higher job satisfaction among the unit's commanders, JCOs, and NCOs, however, the following recommendations should be given in general:

- (a) Proper rewards and punishment system within the unit.
- (b) Continuous communication with the subordinate, shared belief, and vision.
- (c) Developing the professional competency of the subordinates.
- (d) Apportionment of right man at right job.
- (e) Looking into the welfare of the subordinates.
- (f) Maintain the work life balance.
- (g) Continues counseling for moral and motivation.

APPENDIX "E"

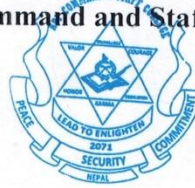
**RECOMMENDATION LETTER FROM APF COMMAND AND STAFF COLLEGE
FOR DATA COLLECTION**

(Refer to page No. 21)



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Website : <https://csc.apf.gov.np>
Ref. No. :- (079/080)/ 755

Government of Nepal
Ministry of Home Affairs
Armed Police Force, Nepal
APF Command and Staff College



Academic Section,
Sanogaucharan,
Kathmandu

Date: 2080/02/03

Respected Sir/Madam,

TO WHOM IT MAY CONCERN

It is our pleasure to inform you that Armed Police Force, Nepal has been running APF Command and Staff College that concurrently conducts Command and Staff Course, and “**Master of Security, Development and Peace (MSDPS)**” a two-year, four semester Master’s Level program, affiliated to the Tribhuvan University, Faculty of Humanities and Social Sciences.

In this regard, the Student Officers of 7th APF Command and Staff Course are undergoing a research-writing assignment according to the curriculum of this MSDPS study. Regarding our Student Officers, they are actively serving in Armed Police Force, Nepal for more than 15 years. They are all responsible government service holders and any information provided will be used for the research and study purpose only.

Therefore, I would highly appreciate it if you provided some relevant information and data that may be required for their research study.

For any further query, it would be my pleasure to avail my service.

Anticipating and appreciating your kind cooperation and assistance to the student concerned.

Any information regarding the subject can be obtained from its official website: - <http://csc.apf.gov.np>

Name of the Student : Kishan Karmacharya
Rank : Superintendent of APF, Nepal (SP)
Thesis Title : Job satisfaction and job retention in Armed Police Force, Nepal

Respectfully,

Narendra Sen
Senior Superintendent of APF, Nepal
Acting Commandant
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