

**IMPACT OF HRM PRACTICES ON EMPLOYEE TURNOVER
INTENTION OF NEPALESE COMMERCIAL BANKS**

A Dissertation submitted to the Office of the Dean, Faculty of Management in
partial fulfillment of the requirements for the Master's Degree

By

Bimala Neupane

Shanker Dev Campus

Campus Roll No.: 3208/077

T.U. Regd. No.: 7-2-367-6-2016

Exam Roll No: 35410/21

Group: Finance

Kathmandu Nepal,

August, 2024

CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**Impact of HRM practices on employee turnover intention of Nepalese commercial banks**”. The work of this dissertation has not been submitted previously for the purpose conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

.....

Bimala Neupane

Date:

REPORT OF RESEARCH COMMITTEE

Ms. Bimala Neupane has defended research proposal entitled "**Impact of HRM practices on employee turnover intention of Nepalese commercial banks**" successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestion and guidelines of supervisor Dr. Dhan Raj Chalise Submit the thesis for evaluation and viva-voce examination.

.....
Dr. Dhan Raj Chalise
Dissertation Supervisor

Dissertation Proposal Defended Date:

.....

Dissertation Submitted Date:

.....

.....
Asso. Prof. Dr. Sajeeb Kumar Shrestha
Research Department

Dissertation Viva-voce Date:

.....

APPROVAL SHEET

We, the undersigned, have examined the thesis entitled "**Impact of HRM practices on employee turnover intention of Nepalese commercial banks**" Presented by Bimala Neupane Candidate for the degree of Master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the thesis is worthy of acceptance.

.....

Dr. Dhan Raj Chalise

Dissertation Supervisor

.....

Internal Examiner

.....

Internal Expert

.....

External Expert

.....

Asso. Prof. Dr. Sajeeb Kumar Shrestha
Chairperson, Research Committee

.....

Asso. Prof. Dr. Krishna Prasad Acharya
Campus Chief

ACKNOWLEDGEMENTS

This study entitled “**Impact of HRM practices on employee turnover intention of Nepalese commercial banks**” has been conducted to satisfy the partial requirements for the degree of Masters of Business Studies of Tribhuvan University. I sincerely appreciate the inspiration; support and guidance of all those people who have been instrumental in making this study a success. First and foremost, I offer my sincerest gratitude to my supervisor Dr. Dhan Raj Chalise for his valuable supervision and guidance in completing this study. I am indebted and very thankful for his continuous support and constructive suggestion that have enabled this research project to achieve its present form.

Furthermore, I would like to extend my immense gratitude to Prof. Krishna Prasad Acharya Ph.D., Campus Chief for his constant faith, guidance, and for the support he provided when it mattered. His valuable supervision and guidance have been the major boost in completing this study. I would also like to express my deepest appreciation to all my friends and family for their unwavering support and faith in me. Last but not the least, I would like to thank Shanker Dev Campus administration for providing the resources material, working environment, library facilities until the completion of the project.

Bimala Neupane

TABLE OF CONTENTS

CERTIFICATION OF AUTHORSHIP	ii
REPORT OF RESEARCH COMMITTEE	iii
APPROVAL SHEET	iv
ACKNOWLEDGEMENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS	x
ABSTRACT.....	xi
CHAPTER I.....	1
INTRODUCTION	1
1.1 General background	1
1.2 Problem Statement	3
1.3 Objectives of the study.....	6
1.4 Hypothesis.....	6
1.5 Rationale of the study	8
1.6 Limitations of the study	9
Chapter II	10
Literature Review.....	10
2.1 Theoretical Review	10
2.2 Empirical Review.....	12
2.3 Research Gap	22
CHAPTER III	24
RESEARCH METHODOLOGY.....	24
3.1 Research Design.....	24
3.2 Population and sample	24
3.3 Sampling Techniques.....	25
3.4 Nature and source of data	25
3.5 Reliability and validity.....	26
3.6 Method of Analysis.....	27
3.6.1 Descriptive Analysis	28
3.6.2 Inferential analysis	29
3.7 Research framework & definition of variables.....	30

CHAPTER IV	32
RESULTS AND DISCUSSION	33
4.1 Demography of respondents	33
4.2 Respondents opinion on HRM practices.....	37
4.2.1 Training.....	37
4.2.2 Reward.....	38
4.2.3 Performance appraisal.....	40
4.2.4 Working Condition	41
4.2.5 Career Development	42
4.2.6 Employee Turnover Intention	43
4.3 Inferential Analysis	45
4.3.1 Correlation Analysis	45
4.3.2 Regression Analysis.....	47
4.4 Positional Analysis of variables	50
4.5 Summary of Hypothesis.....	52
4.6 Major Findings.....	53
4.7 Discussion	54
CHAPTER V	56
SUMMARY, CONCLUSION AND IMPLICATIONS	56
5.1 Summary	56
5.2 Conclusion	57
5.3 Implications.....	59
5.4 Scope for future research	60
References.....	62
Appendix I	68

LIST OF TABLES

Table 1	17
Literature Review.....	17
Table 2	27
Coefficient of Cronbach’s alpha	27
Table 3	37
Descriptive Statistics on Training.....	37
Table 4	39
Descriptive Statistics on Reward	39
Table 5	40
Descriptive Statistics on performance appraisal	40
Table 6	41
Descriptive Statistics on working condition	41
Table 7	42
Descriptive Statistics on career development	42
Table 7	44
Descriptive Statistics on employee turnover intention	44
Table 8	45
Correlation Analysis	46
Table 9	47
Model Summary.....	48
Table 10	48
ANOVA	48
Table 11	49
Regression Analysis.....	49
Table 12	50
Positional Analysis of variables.....	51
Table 13	52
Summary of Hypothesis.....	52

LIST OF FIGURES

Figure 1: Schematic diagram of the theoretical framework.....	31
Figure 2: Classification of respondents by gender.....	34
Figure 3: Classification of respondents by Age.....	35
Figure 4: Classification of respondents by Marital Status.....	35
Figure 5: Classification of respondents by Educational level.....	36
Figure 6: Classification of respondents by Income level.....	37

ABBREVIATIONS

ANOVA	Analysis of variance test
CD	Career Development
ETI	Employee turnover intention
HRM	Human resource management
i.e.,	that is
PA	Performance Appraisal
R	Reward
SD	Standard deviation
SEE	Standard Error of Estimate
SPSS	Statistical Package for Social Sciences
T	Training
WC	Working Conditions

ABSTRACT

Human resource management is the strategic approach to the effective management of people in a company or organization that help to maximize the employee performance and help to gain competitive advantage. Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. HRM practices need to be adopted by organizations to decrease the turnover intention of employees. The major objective of the study is to identify the impact of HRM practices on employee turnover intention in Nepalese commercial banks. The study considers five human resource management factors: training, reward, performance appraisal, working condition, and career development. This study is based on primary source of data. The data was collected through an online questionnaire through Google forms which were sent via messenger and email. The questionnaire was distributed to 384 respondents but were filled by 309 respondents. The data were collected by using convenience sampling of non- probability sampling method. The study employed the causal-comparative research design to determine direction, magnitudes, and relationships between dependent variables and different independent variables. The research study used descriptive analysis to explain and summarize data and inferential analysis to draw the conclusion. The collected data was evaluated using Pearson's correlation and multiple regression analysis in order to find out the level of significance, relationship and impact between independent and dependent variables. The result of the research study revealed that training, reward, performance appraisal, working condition and career development are significantly correlated with employee turnover intention. Of these factors, career development and performance appraisal play the major role in determining the turnover intention of employees in Nepalese commercial bank.

Key words: *Employee turnover intention, training, reward, performance appraisal, working condition, career development*

CHAPTER I

INTRODUCTION

1.1 General background

The strategic method of effectively managing an organization's or company's workforce to provide it a competitive edge is known as human resource management. According to Johanson (2009), HRM is a role in businesses that aims to optimize worker performance in support of the strategic goals of the employer. Human resource management (HRM) is defined by Armstrong (2006) as a strategic and cogent approach to the management of an organization's most valuable assets, its employees, who both individually and collectively contribute to the accomplishment of its goals. The primary focus of human resources is striking a balance between organizational procedures and legal and collective bargaining obligations (Klerck, 2009).

The quantity or proportion of workers who depart from a company and are replaced by new hires is referred to as employee turnover. The act of a single person leaving an organization's membership ranks is known as turnover (Price, 2001). It's interesting to note that turnover purpose is implicit, unlike real turnover. A declaration regarding a particular conduct of interest is called an intention (Berndt, 1981). Price (2001) defines turnover intention as a person's desire to leave an organization. But before we get started, let's talk about the difference between turnover and turnover intention. According to Cotton and Tuttle (1986), there is a compelling argument that the term "turnover" refers to actual turnover behavior, or the movement of employees to other organizations, whereas the term "turnover intention" refers to employees' behavioral intention, or their perceived likelihood of leaving the current organization. According to Wang et al. (2012), turnover intention refers to a circumstance in which an individual intends to leave their present employer. According to Choi et al. (2012), there are two types of turnover intention: voluntary and involuntary. The process via which an employee decides whether to remain with the company or leave is known as voluntary turnover (Wells & Peachey, 2010). Furthermore, an involuntary turnover occurs when an employee's decision to remain with the company or leave is under the control of the business.

If workers are dissatisfied with any of the many aspects of the business, they will quit (Johari et al., 2012).

Although human resource department experts are the ones who are most concerned with employee turnover, academics and organizational managers have given this contemporary phenomena a lot of attention because of its negative consequences on businesses (Ton & Huckman, 2008). Couger (1998) discovered that inadequate grievance processes or a lack of desire, which eventually results in subpar performance, are the main causes of employee turnover. Thus, the topic of employee turnover has always piqued the interest of academics and business strategists alike. For the company to remain effective in cutthroat business conditions, each organization wants to hold onto capable and promising personnel (Hausknecht et al., 2009). Holzer & Wissoker (2001) assert that rather than being a reflection of chances for promotion into higher positions, turnover seems to be a reflection of serious workplace issues.

According to Noe (2002), training is a strategy that helps employees of an organization gain information and skills relevant to their jobs as well as enhance and modify their attitudes and behaviors to help the business achieve its goals. According to Chiang and Birtch (2008), the term "reward" refers to a wide range of offerings that an employer is prepared to make available to a worker in exchange for the worker's efforts.

A systematic system of reviewing and evaluating an individual's or a team's performance on a job is called a performance assessment (Mondy, 2010). Working conditions are described by Chong et al. (2013) as the physical characteristics of the workplace, employment hours, legal rights and duties, and any other variables that impact labor. Effective use of human resources may provide a business with a competitive edge in the banking sector. The reason for this is that people view the services it offers as being inseparable from their supplier (Nadiri & Tanova, 2010). Managers must support employees in taking charge of their own careers by encouraging them to do so, providing ongoing support in the form of performance reviews or individual feedback, and making company information about the organization, career opportunities, positions, and openings that may be of interest to staff members available (Chen et al., 2004).

An efficient training program may increase commitment and lower staff turnover, claim Sahinidis and Bouris (2008). According to Hassan et al. (2013), there is a negative correlation between employees' intention to leave and the impact of training on staff retention. One human resource strategy that might provide a business a competitive edge is training and development (Schuler & MacMillan, 1984). To lower the aim of turnover, a business should prioritize addressing concerns with equitable task sharing, equitable recruiting procedures, and equal possibilities for career advancement or promotion (Chambers, 2008). Joarder et al. (2011) looked at the link between turnover intention and emotional commitment in HRM practices and its mediating function. According to the study, the choice to leave a job is strongly and adversely correlated with salary. Long and Perumal (2014) found that the biggest influence on turnover intention appeared to be performance management. Vignaswaran (2008) looked at the connection between workers' intentions to stay with the company and their performance reviews. Rumman (2013) looked into the connection between the work environment and employees' intention to leave, and he concluded that improving working conditions can have a significant impact on lowering turnover. Ton (2008) examined how career development practices (CDP) and turnover intention are mediated by perceived organizational support (POS), and discovered that career development opportunities make employees more likely to want to stay with the company.

According to Bishwakarma (2016), career progression progress is the second most important factor that directly influences employees' inclinations to leave the company in Nepal, behind promotion speed and compensation increase. According to Baniya (2004), employees are only given the chance to expand their knowledge, skills, and capacities through training. Giving employees chances for growth has the beneficial effects of raising productivity, improving performance, and strengthening employee loyalty to the company. It also lessens the likelihood of quitting your work. Gautam (2011) discovered that hiring mid-career and experienced human resources is preferred by Nepali enterprises. It benefits the companies by saving both time and money on training.

The conversation above demonstrates the importance of the research on HRM practices and intention to leave. Numerous research on the same subject have identified the different elements influencing employee turnover. Although similar findings exist in the context of other nations, including Nepal, there are insufficient findings in Nepal's

particular situation. Therefore, the goal of this study is to determine how different HRM strategies and employee turnover intention in Nepalese commercial banks relate to one another.

1.2 Problem Statement

In the instance of a Nepali commercial bank, turnover intention is now a frequent topic of conversation. A company's plan to leave indicates a severe issue in terms of losing talent, hiring more staff, and paying for training (Loi et al., 2006). A number of variables influenced the intention of employees to leave. Additionally, a high turnover rate poses a risk to the business and lowers production and efficiency.

Amediku (2008) claims that one of the biggest problems the different banks are facing is retention. In addition to negatively impacting organizational performance, a high employee turnover intention rate in the banking industry raises the costs of recruiting new hires, onboarding them, and providing them with the training they need to do their jobs well.

Employee turnover intention is influenced by a number of factors, including work role, job satisfaction, and HRM procedures (Amah, 2009). Losing talented and competent workers means losing the competitive edge in this age of fierce competition.

When your company's most talented workers are defecting to another, it's a reason to be concerned about employee turnover since there might be anything you can do to keep them around. Turnover costs businesses money. Up to two years' worth of salary and benefits might be incurred in direct expenditures like hiring, screening, and training new hires as well as indirect costs like stress on current employees, decreased output, and bad morale for businesses (Ramlall, 2004).

Healthy working environments are experimentally associated with decreased employee turnover, higher job satisfaction, and lower levels of workplace stress and burnout, according to Kramer and Schmalenberg (2008). Rumman (2013) looked into the connection between the work environment and employees' intention to leave, and he concluded that improving working conditions can have a significant impact on lowering turnover. The significance of the work environment in lowering employee turnover in the

hotel sector was discovered by Okae and Mushi (2018). Similarly, Bibi et al. (2016) discovered a substantial negative association between employee turnover intention and the working environment. Since employee turnover is a complicated issue, different organizations have different reasons for it (Griffeth et al., 2000).

According to Chew and Chan (2008), professional growth and training had no significant relationship with organizational commitment, and taking on a hard task had no significant relationship with the intention to stay. The intricacy of turnover behavior, according to Long and Perumal (2014), suggests that no one theory can definitively identify a single prediction as the root cause of all turnover intents. In a similar vein, Altarawmneh & al-Kilani (2010) asserted that age and departure intents are unrelated. Long and Perumal (2014) found that the biggest influence on turnover intention appeared to be performance management. Vignaswaran (2008) looked at the connection between workers' intentions to stay with the company and their performance reviews. According to the study, there is a negative correlation between turnover intentions and satisfaction with performance appraisals. According to Ali et al. (2014), there is a noteworthy inverse association between employees' desire to leave their employer and the performance evaluation procedures used in human resource management. In a similar vein, Chong et al. (2008) contended that one of the primary factors contributing to employees' desire to quit is performance reviews.

Sharma (2016) found that the main factors influencing job satisfaction in Nepalese commercial banks are performance evaluation, working conditions, and training & development. According to Chapagain (2011), a key factor influencing corporate engagement is employee participation staff motivation in Nepalese banking is positively impacted by increased staff engagement.

According to Bishwakarma (2016), in the Nepalese context, career progression progress is the second most important factor that directly influences employees' intents to leave, behind promotion speed and compensation increase. Gautam (2013) found a negative correlation between employee desire to leave and pay, accurate job information, career growth, and work-family balance.

The discussion above demonstrates the inconsistent nature of empirical data. Therefore, this investigation must be carried out in order to support one or the other viewpoint. Thus, the following topics are covered in this study within the framework of Nepalese commercial banks, with a particular emphasis on HRM techniques in use:

1. What variables affect the intention of staff turnover in Nepalese commercial banks?
2. Does employee turnover intention change with training?
3. Do Nepalese commercial banks have any correlation between employee turnover intentions and rewards?
4. Do working circumstances affect an employee's decision to quit?
5. Is there a relationship between an employee's intention to resign and their performance review?
6. How much does professional development influence Nepalese commercial banks' objectives toward turnover?

1.3 Objectives of the study

This study's main goal is to investigate how HRM practices affect employees' intentions to leave Nepalese commercial banks. The following are the study's additional particular goals:

1. To ascertain which HRM procedures in Nepalese commercial banks may have an impact on employees' intentions to leave.
2. To assess the impact of employee turnover intention in Nepalese commercial banks on training, incentives, performance reviews, working conditions, and career development.
3. To ascertain the potential impact of HRM procedures on the intention of staff turnover in Nepalese commercial banks.

1.4 Hypothesis

Research hypotheses are well-informed beliefs that are supported by data and accepted ideas. This study investigates the relationship between HRM practices and employees' inclinations to quit using hypothesis testing. The following theories were created and put to the test once the research topic, question, and objectives were determined.

Hypothesis 1

Hassan et al. (2013) found that workers' intentions to quit the company are inversely correlated with training, meaning that higher levels of training result in fewer intentions to leave. Verhee (2011) conducted an analysis of the link between employees' plans to leave and training, and discovered that training can increase commitment, which in turn can decrease employees' intentions to leave. According to Martin (2003), companies that make investments to improve the skills and competences of their current personnel have lower employee turnover rates than those who do not support employee development programs.

H1: The purpose of employee turnover and training are negatively correlated.

Hypothesis 2

Joarder et al. (2011) proposed a negative and substantial relationship between remuneration and the choice to leave. Employee awards increase employee retention but do not increase work happiness, according to Terera and Ngirande's (2014) analysis of the relationship between rewards and job satisfaction. In a similar vein, Gieter and Hofmans (2015) discovered a negative correlation between the intention of employees to resign and the impact of awards.

H2: The goal of employee turnover and reward have a negative connection.

Hypothesis 3

Long and Perumal (2014) found that the biggest influence on turnover intention appeared to be performance management. Vignaswaran (2008) looked at the negative correlation between turnover intentions, satisfaction, and performance appraisal. According to Ali et al. (2014), there is a noteworthy inverse association between employees' desire to leave their employer and the performance evaluation procedures used in human resource management. The following theories have been proposed in light of this study:

H3: The goal of employee turnover and performance evaluation have a negative link.

Hypothesis 4

Reducing turnover may require improving working conditions (Rumman, 2013). The significance of the work environment in lowering employee turnover in the hotel sector was discovered by Okae and Mushi (2018). Similarly, Bibi et al. (2016) discovered a

substantial negative association between employee turnover intention and the working environment.

H4: The purpose of employee turnover and working conditions are negatively correlated.

Hypothesis 5

Karavardar (2014) looked at the connection between turnover intention and organizational career growth and discovered a negative correlation. Ton (2008) discovered that the provision of career development opportunities enhances workers' inclination to continue as members of the business. Ababneh's (2013) study revealed a negative correlation between job turnover and career development methods. Martinez and Diala (2014) also proposed a negative correlation between quitting intention and career advancement.

H5: The purpose of employee turnover and career growth are negatively correlated.

1.5 Rationale of the study

Compared to other nations, Nepal has far less literary resources than other nations. Numerous research on this subject have been conducted in other nations. Therefore, the purpose of this study is to determine how HRM practices and employee turnover intentions in Nepalese commercial banks are related. This work is significant from a theoretical and practical standpoint. This study contributes to a deeper knowledge of the link between HRM practices and turnover intention, which many institutions might utilize as a guide or source of information. This study will assist us in identifying the elements that must be enhanced in order to keep skilled labor, which will lower employee turnover. In order to examine the numerous hypotheses and presumptions on employee turnover intention found in HRM studies, this research offers fresh data. This information will aid in the development of policies aimed at preventing employee turnover. This research focuses on how to keep a skilled and competent staff in order to maintain a competitive edge over employees who intend to leave. The study's conclusions and suggestions have given banks a strong foundation on which to manage their current personnel effectively and keep them on board for the long term. These observations also hold true for other industries, such manufacturing and hospitality. Essential elements like as performance reviews, incentives, education, and workplace settings have a big impact

on whether workers decide to stay or go. Therefore, in order to reduce employee turnover, firms need to concentrate on certain HRM strategies.

1.6 Limitations of the study

Thus, companies need to focus on specific HRM methods in order to lower employee turnover.

- i To evaluate the effect of HRM strategies on employee turnover intentions, the study mainly uses primary data. As a result, the correctness of the information provided by the respondents determines how reliable the results are.
- ii Among other financial institutions, this analysis excluded data from financing businesses, insurance providers, and development banks.
- iii A restricted set of HRM practice factors were taken into account. This study has not taken into account other HRM activities, such as recruiting and selection, orientation, succession planning, etc.
- iv A questionnaire was the sole tool used to collect data. To validate the information, an open-ended questionnaire or qualitative elements should have been used.
- v To rule out any possible non-linear regression associations, the study assumes a linear regression relationship between the independent and dependent variables.

CHAPTER II

LITERATURE REVIEW

A literature review is a critical examination of a section of the published literature that includes a summary, theoretical studies, a categorization and comparison of earlier research, and a review of the literature. It is a deliberate summary of the body of research, debate, and consensus around the subject. It provides an overview and analysis of what is currently known about the subject of study. As a result, evaluations of the literature on this subject are made in a relevant and linked manner. It provides the research with a historical framework. A review of theoretical and empirical investigations is given in this chapter. Numerous investigations have been carried out to examine the connection between employee turnover intention and HRM practices.

2.1 Theoretical Review

Employee churn is a major problem for businesses everywhere, and it presents particular difficulties for Nepal's banking industry. The present study's theoretical framework investigates the effect of Human Resource Management (HRM) practices on employee turnover intention in commercial banks located in Nepal. Banks may create plans to improve employee retention and lower turnover rates by knowing the connection between HRM practices and employee desire to leave. Some key HRM strategies that have a big influence on employee turnover intention include training, rewards, performance reviews, career development, and working conditions.

Human Capital Theory

The information, abilities, and experiences that people acquire from education and training are referred to as human capital. Workers that possess more professional knowledge are more adept at resolving issues and finishing assignments (Becker, 1964). Human capital theory states that people with more formal education often have more work options and are more flexible in their career choices (Hulin et al., 1985). On the other hand, those with less education have fewer career alternatives. Because they are more likely to obtain job offers from other companies due to their greater general human capital, highly talented individuals can transfer across organizations more readily than their less qualified counterparts when the labor market is vigorous (Gerhart, 1990). It

emphasizes how important it is to make investments in the knowledge and skill development of staff members. It implies that companies may increase worker productivity and reduce attrition intention by investing in training and development. Employees view training as an invaluable resource that improves their employability and career prospects, which in turn encourages higher levels of organizational engagement and lowers the risk of attrition.

Equity Theory

The core of equity theory is how incentives are seen to be distributed fairly within an organization. It makes the assumption that workers assess their input-output ratio in comparison to others' and work toward equality (Adams, 1965). Employee work satisfaction rises and their desire to leave the company decreases when they believe that incentives and recognition are given equitably. However, if workers feel unfairly treated, they may become dissatisfied with their jobs and be more likely to leave. Employees who feel unfairly treated become demotivated and dissatisfied, which in turn leads them to look for better jobs, hence increasing the likelihood of employee turnover.

Expectancy Theory

According to expectation theory, a worker's motivation is greatly impacted by their perception that their efforts will lead to the performance they want and the benefits that follow. This theory suggests that motivation is a consequence of three things: the valence or value of rewards; the instrumentality of performance leading to rewards; and the expectation that effort will result in performance, according to Vroom (1964). Performance assessment systems that are effective in reducing turnover intention and improving employee engagement can do this by giving frequent feedback and coordinating employee goals with company objectives. Workers are more inclined to stick with an organization if they believe there is a direct correlation between their performance and the benefits they get (Porter & Lawler, 1968). According to expectation theory, an employee's motivation is highly influenced by their perception that their efforts will yield the intended outcomes and incentives. Effective performance review systems link employee goals with organizational objectives and offer consistent feedback.

Job Characteristics Model

The Job Characteristics Model highlights how important job design is in determining how motivated and satisfied employees are at work. This concept implies that high work diversity, autonomy, and a sense of meaningfulness might result in lower turnover intention and increased job satisfaction (Hackett and Oldham, 1976). Employees are more satisfied with their jobs overall and are less likely to plan to leave when they find their work interesting and feel like it makes a difference. Organizations may increase employee retention rates and well-being by designing employment with these qualities in mind and fostering a safe, supportive work environment.

Social Exchange Theory

According to the Social Exchange Theory, reciprocal exchanges form the foundation of the connection between workers and their employer. According to Blau (1964), when workers believe their employer actually cares about their professional growth and general well-being, they are more likely to show loyalty and have less plans to quit. Opportunities for career advancement, encouragement, and affirmative feedback from the company show staff members that the company values their long-term development. This view reduces the inclination to leave the company and increases organizational commitment. Employees are more likely to contribute to the company with better work if they believe they are receiving enough support from the company in the form of training, rewards, career development, performance reviews, safe working environments, etc. This also strengthens their sense of belonging and lowers the intention of leaving the company.

2.2 Empirical Review

Chong et al. (2013) looked at how employees' intentions to leave were affected by HRM practices. The primary goal of the research project was to determine if HRM practices had a direct impact on UTAR professors' intentions to leave their jobs. Through the distribution of a questionnaire, the sources of information were gathered from the respondents' responses. The study variables were tested for relationships using the causal research paradigm. 300 respondents were polled for the study using a stratified and then random sample method. The questionnaire survey yielded data, which SPSS compiled, analyzed, and evaluated. Descriptive analysis, scale measurement, and inferential analysis have all been used in the analyses. The findings indicated that the primary factors

influencing employees' intentions to quit were performance reviews, compensation, working conditions, and equal employment opportunities.

Long and Perumal (2014) looked into how employees' intentions to leave were affected by HRM procedures. The primary objective of the research was to conduct a thorough analysis of the ways in which human resource strategies might mitigate the adverse effects of excessive staff turnover on the firm. For the purposes of the study, a Singapore-based security company's supervisors and ground security personnel made up the population sample. The impact of HRM practices was measured on a 5-point Likert scale. Data analysis techniques included the two-tailed test, empirical research, and Pearson correlation theory. According to the study's findings, turnover intention appears to be most strongly impacted by performance management. The study also demonstrated the complexity of turnover behavior and showed that no one explanation can explain why a certain predictor causes all turnover intents.

Ali et al. (2014) investigated the connection between employee outcomes and HRM practices. 224 instructors from public sector universities in the Malakand division of KPK, Pakistan, provided information via a questionnaire. The data that was obtained was analyzed using SPSS 17. The study found that, although there is a negative relationship with employees' intention to leave, compensation, promotion, and performance evaluation practices of human resource management have a significant positive relationship with job satisfaction, organizational commitment, organizational citizenship behavior, and employees' perceived performance.

A research by Martinez and Diala (2014) looked at the connection between employee turnover intention and career development opportunities. The study used a random sample approach for its survey. A poll on career growth and intention to leave was completed by 400 U.S. employees in the food and beverage business. For data analysis, Pearson coefficient analysis was used to every variable. The findings indicated a statistically significant negative association between employees' inclination to leave and professional growth possibilities.

Gieter and Hofmans (2015) investigated how incentives affected workers' performance and desire to leave the company. The research used stratified random sampling for its

survey. In all, 179 workers took part in the research. The study divided incentives into three categories: monetary, material, and psychological. To determine the relationship between the various research variables, descriptive statistics, regression analysis, and correlation were employed. According to the study, there is a substantial negative correlation between employee awards and their inclination to quit.

Nicolas et al. (2016) examined the relationships between dissatisfactory working circumstances and departure intentions. A total of 336 workers were chosen at random from various institutions and organizations. A collection of inquiries was dispersed among the individuals involved. SPSS was used to calculate all of the data (version 23). For each variable, the mean, standard deviation, and bivariate correlation were calculated. Only the significant associations in the research underwent mediation analysis. According to the study, employees' propensity to leave is strongly correlated with subpar working conditions. The study also showed that employees are more inclined to willingly quit their existing jobs when faced with dangerous working circumstances. However, the employees will not abandon their plans to leave if the employer does not make the required changes to the working environment.

At 2017, Karuri conducted a study on employee turnover and HRM practices at Kenyan commercial banks. Primary sources of data gathered from commercial bank employees were used in the study. In this study, self-administered questionnaires on a 5-point Likert scale were used to obtain quantitative data. The study used a descriptive research approach. Using SPSS, inferential and descriptive statistics were employed for data analysis. The study found that employee turnover in commercial banks was significantly influenced by four variables: staff training, salary, and appraisal. The bank's hiring practices had little impact on staff attrition.

Sharew (2017) provided an explanation of how incentive policies affect workers' intentions to leave. The objectives of the study were to quantify the levels of turnover intention and investigate the associations between incentives and turnover intention. Both primary and secondary data sources were employed in the investigation. A survey approach was used in conjunction with an explanatory research design. Explanatory techniques were used in the study. Data were summarized using frequencies, percentages, means, and standard deviations, and associations were found using regression analysis

and Pearson's correlation coefficient. The questionnaires were statistically analyzed using SPSS version 20. The study found that income, benefits, promotions, acknowledgement and appreciation, training and development, and work environment account for 62.2% of the variation in employees' desire to leave. The work environment was the factor that affected employee turnover intention the most out of all of them.

Okae and Mushi (2018) used Herzberg's Two-Factor Motivation-Hygiene Theory to investigate employee turnover in the hotel sector. The correlational study's goal, which was based on the motivation-hygiene theory, was to determine how employee turnover intention related to work environment, motivation, job satisfaction, engagement, and remuneration. A convenience sample consisting of 156 hospitality employees from Western Georgia and central Mississippi was collected. The data was analyzed using simultaneous multiple linear regression as the statistical method. In order to lower employee turnover in the hotel sector, the study emphasized the significance of job satisfaction, employee remuneration, employee engagement, and work environment. Jiru (2019) investigated how employee turnover intentions in Ethiopian commercial banks were affected by HRM practices.

Using a mixed-method approach, the study used primary sources of data, and both quantitative and qualitative approaches were used to obtain the data. The design of the research approach is cross-sectional and explanatory. Descriptive statistics, such as frequency, mean, standard deviation, kurtosis, and skewness, as well as inferential statistics, such as binary logistic regression, were employed for data analysis. The study found that HRM practices account for 62.8% of the variation in employee turnover intention. The study came to the conclusion that employees' intents to leave their jobs are highly influenced by selection, training and development, pay, and working environment. The results indicated that in order to keep workers, businesses should review their HR procedures, paying special attention to the points mentioned.

The influence of job satisfaction, work-family conflict, and career advancement on millennials' decision to leave the banking profession was discussed by Elian (2020). Measuring the impact of job satisfaction, work-family conflict, and career development on millennial turnover intentions in Indonesia's banking sector was the main goal of this study. The research study used Millennial banking workers in Indonesia as primary

sources of data, and PLS-SEM was used to evaluate the data. The findings showed that whereas job satisfaction is reported to have a substantial negative direct influence towards turnover intention, work-family conflict has a significant positive direct impact on turnover intention. It's interesting to note that unless job satisfaction acts as a mediator, career development has no discernible direct influence on turnover intention.

In the Malaysian banking industry, Shah et al. (2020) looked at the direct and indirect effects of HR procedures on turnover intentions through organizational citizenship behavior.

Primary data for the study were gathered from the top five branches in Kuala Lumpur, Malaysia, using 510 questionnaires. This study used structural equation modeling (AMOS) for data analysis. The study found that organizational citizenship has a major indirect impact of HR policies, and that HR practices have a negative impact on inclinations to leave.

Sekar (2021) looked on how employee turnover intention was affected by HRM practices. This research examined Adam's equity theory of motivation, sometimes referred to as the equity theory of motivation model. A survey questionnaire with a 5-point Likert scale was used to gather primary data from 140 academic and non-academic staff members. Multiple regression analysis and Pearson correlation were two of the descriptive and inferential analytic techniques used to examine the data. The study came to the conclusion that employee turnover is greatly impacted by human resource policies including performance reviews, incentives, fair employment chances, working environment, and training and development.

Sija (2021) investigated the relationship between work satisfaction and employee turnover intentions in Malaysia's financial services sector. This study aims to ascertain the connections between employee turnover intention and pay and benefits, employee recognition, supervisory assistance, and promotional opportunities. Through the use of a Google form, 127 workers provided primary data for the study. With SPSS, descriptive and inferential data analysis was performed. According to the results, the greatest predictor of employee turnover intention is promotional opportunity, which is followed by pay and benefits.

In private banks in Sindh, Pakistan, Hakro (2022) looked into the effects of work overload, job satisfaction, employee engagement, and workplace stress on the intention of employees to leave. Employees' responses on a seven-point Likert scale questionnaire served as the major sources of data for this study. The 208 samples were gathered using convenience and snowball sampling methods, which are non-probabilistic sampling procedures. Based on a logical approach, the study design is quantitative, cross-sectional, and explanatory in character. Partial Least Square-Structural Equation Modeling (PLS-SEM) and the Statistical Package for Social Sciences (SPSS version 22.0) were used to analyze and interpret the data. The study found that employee turnover intentions are positively and significantly correlated with work overload and job satisfaction, with the exception of these two factors.

The following is the structure of the literature review that was completed for this study:

Table 1

Literature Review

Study	Objectives	Methodology	Major Findings
Chong et al. (2013)	To examine the impact of human resource management practices on employees' turnover intention	The study employed a causal research design and collected data from a stratified random sample of 300 respondents via questionnaires. SPSS was used for descriptive statistics, scale measurement, and inferential analysis.	Performance reviews, compensation, and equitable job opportunities are the primary factors contributing to employees' decision to quit.
Long and Perumal (2014)	To discuss extensively on the impact of human resource practices that can alter the	A 5-point Likert scale measured the impact of HRM practices. Data analysis involved	Turnover intention seemed to be most strongly impacted by performance management. Pearson

	negative effect on the organization due to high employees' turnover	correlation, empirical study, and a two-tailed test	
Ali et al. (2014)	To examine the relationship between human resource management practices and employees' outcomes.		Employees' inclination to leave has a negative link with compensation, promotions, and performance reviews.
Martinez and Diala (2014)	To determine the relationship between career development opportunity and employee turnover intention.	A sample of 400 U.S. food and beverage employees completed a survey on career development and turnover intention, analyzed using Pearson coefficient analysis.	There is a strong negative correlation between employees' inclination to leave and professional growth possibilities.
Gieter and Hofmans (2015)	To analyze the effect of rewards on employees' intention to quit the job and performance.	The study surveyed 179 employees using stratified random sampling. Descriptive statistics, regression, and correlation analyses were used to examine relationships among variables.	The incentives that employees get and their intention to quit have a negative, substantial link.
Nicolas et al. (2016)	To analyze the links between poor working conditions and intentions to	The study randomly selected 336 employees from various organizations.	The employees will not back down from their desire to leave if the employer does not take the required actions

	leave	Data from to enhance the working questionnaires were environment. analyzed using SPSS, computing means, standard deviations, bivariate correlations, and mediation analyses on significant relationships.
Karuri (2017)	To investigate the human resource management practices and employee turnover in commercial banks in Kenya.	The study collected primary data from commercial bank staff using a self-administered questionnaire with a 5-point Likert scale. It employed a descriptive research design and analyzed data with inferential and descriptive statistics using SPSS. Employee turnover in commercial banks was significantly impacted by staff training, pay, and appraisals, but it was unaffected by recruitment tactics.
Sharew (2017)	To explain the effect of reward practices on employees' turnover intention.	The study used primary and secondary data with an explanatory research design. SPSS version 20 analyzed survey data, including frequencies, percentages, means,

		and standard deviations. Pearson's correlation coefficient and regression analysis determined relationships.	
Okae and Mushi (2018)	To study the employee turnover in the hospitality industry using Herzberg's Two-Factor Motivation-Hygiene Theory.	A convenience sample of 156 hospitality employees from Western Georgia and central Mississippi was collected. Simultaneous multiple linear regression was used to analyze the data.	The key elements in lowering employee turnover in the hospitality sector include job satisfaction, employee remuneration, employee engagement, and work environment.
Jiru and Tadesse (2019)	To examine the impact of Human Resource Management (HRM) practices on employee turnover intentions in commercial banks in Ethiopia.	The study used a mixed-method approach, gathering primary data through both quantitative and qualitative methods. It employed an explanatory, cross-sectional design, analyzing data with descriptive statistics and binary logistic regression.	The selection process, growth opportunities, pay, and work atmosphere all have a big impact on individuals' intents to leave.
Elian (2020)	To measure the influence of Career	The research study utilized primary	The findings showed that Job Satisfaction has a

<p>Development, Work-family Conflict, and Job Satisfaction on Millennials Turnover Intention in Indonesia's banking industry.</p>	<p>sources of data among Indonesia's Millennials banking employees and data were analyzed using PLS-SEM.</p>	<p>substantial negative direct influence on Turnover Intention whereas Work-Family Conflict has a significant favorable impact. However, there is no discernible relationship between Career Development and Turnover Intention.</p>	
<p>Shah et al. (2020)</p>	<p>To investigate the Role of HR practices on turnover intentions directly and through organizational citizenship behavior in the banking sector of Malaysia</p>	<p>The study involved primary data collected through 510 questionnaires from top five branches in Kuala Lumpur, Malaysia. For the data analysis this study applied Structural equation modelling (AMOS).</p>	<p>The intention to leave was negatively impacted by HR procedures.</p>
<p>Sekar et al. (2021)</p>	<p>To access the impact of human resource management practices on employee turnover intention</p>	<p>Data were collected through a 5-point Likert scale survey. Data Analysis included descriptive and inferential methods, such as Pearson correlation and multiple regression.</p>	<p>Employee turnover is greatly impacted by human resource policies and procedures, including performance reviews, equitable awards, employment opportunities, training and development, and working environment.</p>
<p>Sija</p>	<p>To determine the</p>	<p>The study used</p>	<p>The greatest predictor of</p>

(2021)	relationships between the data from 127 compensation and employees through which is followed by pay benefit, employee Google form. and benefits. recognition, Descriptive and supervision support inferential data and promotional analysis were used opportunity and through SPSS. employee turnover intention.	primary source of employee turnover intention	is promotion potential,
Hakro (2022)	To investigate the Data from 208 With the exception of work role of work employees were overload and job overload, job collected using a satisfaction, there are strong satisfaction, seven-point Likert and positive correlations employee scale. The research with employee turnover engagement and job design is quantitative intentions. stress on employee and cross-sectional. turnover intention in SPSS version 22.0 private banks of and Partial Least Sindh, Pakistan. Square-Structural Equation Modeling (PLS-SEM) were used for analysis.	Data from 208	With the exception of work overload and job satisfaction, there are strong and positive correlations with employee turnover intentions.

2.3 Research Gap

There is a notable deficiency in the extant literature about the influence of human resource management (HRM) practices on employee turnover intention in the context of commercial banks in Nepal. There are still some significant gaps in the body of knowledge about employee turnover intention and HRM practices. One significant deficiency is the paucity of research conducted in Nepal that examine these topics. Although international research provides valuable insights into HRM practices and turnover intention, there is a notable dearth of current, country-specific research on

Nepal's banking industry. Despite the abundance of research conducted globally, Nepal has produced relatively little data.

Comparably, while a large body of study has been done on the subject of human resource management and how it affects employee behavior, relatively little of it has been done expressly with regard to Nepalese commercial banks. Furthermore, there is a significant void in terms of the thorough investigation of certain factors. Studies that have hitherto been conducted have not taken into account factors that affect turnover intention in this specific setting, such as career development options, performance rating techniques, reward programs, and the overall quality of the workplace. There are chances to do research to close this gap in knowledge.

CHAPTER III

RESEARCH METHODOLOGY

One approach to methodically addressing the research challenge is through research technique. It refers to the different sequential actions that a researcher must do in order to explore the topic with certain goals in mind. This chapter's discussion of research methods offers several difficulties and elements that serve as a guide for the research investigation. The purpose of this chapter is to provide an overview of the types and sources of data, sample selection, variable categorization, validity and reliability tests, and methods used for data interpretation and analysis. It also focuses on demographic and sample characteristics, necessary data collection methods, analysis and interpretation strategies, etc. Additionally, the methods of explanation that are employed are provided and examined.

3.1 Research Design

The foundation for carrying out research initiatives is provided by research design. It is critical that researchers choose a design that supports their goals and research questions (Creswell, 2009). Descriptive and causal-comparative research methodologies were used in the study to address the underlying problems related to staff turnover in Nepalese commercial banks. It makes an effort to identify and explain the factors. It describes a condition by means of description, classification, measurement, and comparison. A causal-comparative research strategy was employed in this study to ascertain the direction, magnitudes, and correlations between various independent factors and dependent variables. To determine the cause and effect connection between the many variables included in this study, a causal comparative research design is employed. The study used a causal-comparative research methodology in an effort to ascertain the reason(s) for any discrepancies between the variables, namely between independent and dependent variables.

3.2 Population and sample

The study's population comprises of workers from commercial banks in Nepal. The purpose of this research is to collect data from employees on their intentions to leave their

jobs.

The sample size has been determined using the following formula.

$$\text{Sample Size } n = Z^2 * p * (1 - p) / e^2$$

Where,

n = sample size

Z = Z-score corresponding to the desired confidence level

p = estimated proportion of the population expressing a certain characteristic (typically 0.5 is used if the proportion is unknown)

e = desired margin of error

This working example assumes 0.5 standard deviation, 95% confidence level, and +/- 5% margin of error (confidence interval).

Number of Samples: $384.16 \approx 384$

Therefore, 384 respondents received the questionnaire. Nevertheless, 309 individuals completed the questionnaire. For this study, the response rate is 80.73%. The answers that respondents filled out on question sheets served as the basis for this study. A suitable sampling strategy was employed to construct and administer a questionnaire to the respondents in order to collect data.

3.3 Sampling Techniques

The non-probability sampling approach has been used in this investigation. A non-probability sampling strategy was used in the investigation since the population size is unknown. It's especially helpful when conducting research under time and budget restrictions. Because easy sampling yields speedy findings from data collecting and survey, it was chosen for this study.

This technique makes it possible to choose individuals who are easily accessible, including staff members of Nepalese commercial banks in the Kathmandu Valley. The study intends to effectively get insights into the influence of HRM practices on employee turnover intention within this particular demographic by concentrating on convenience. Even with this drawback, handy sampling offers a workable method for getting timely data that can nonetheless provide insightful information about the intention of employee turnover. Easy accessibility Sampling is a cheap, simple, and accessible method of gathering data from individuals that are easily accessible to the researcher, such as

enlisting healthcare practitioners to participate in a study by having them attend a staff meeting. Etkan and colleagues, 2015).

3.4 Nature and source of data

In accordance with the needs and purpose of the study, primary data are being used. The primary data for this investigation were obtained. Primary data and information are gathered about employee turnover intention in relation to training, rewards, performance reviews, working conditions, and career development. Data for this study is gathered using a standardized questionnaire. A respondent's profile, rank-type questions, and 5-point scale questions with a range of 1 (strongly disagree) to 5 (strongly agree) are all included in the questionnaire. Every piece of data that was acquired was used in accordance with the requirements and needs of this research.

3.5 Reliability and validity

Validity pertains to the veracity of the results. It establishes the veracity of the research's findings and if the study actually measures the things it was designed to evaluate. It speaks to a measurement's accuracy, and a measurement is considered valid when it both measures and carries out the tasks it is intended to assist. It's the extent to which a measurement faithfully captures the object of measurement.

Conversely, reliability pertains to the validity of the test and primarily examines the instruments and outcomes of measurements. Reliability is the degree to which findings hold up over time and provide a true picture of the entire group being studied. Cronbach's alpha is computed to determine its value.

Cronbach's alpha was employed in this study to assess the primary data's dependability. It makes it possible to gauge how reliable the various categories are. It depends on both the average inter-correlation and the total number of test items. Estimates of the percentage of variance in scores for various variables that may be attributed to chance or random mistakes make up Cronbach's alpha. Generally speaking, construct dependability may be inferred from a coefficient of larger than or equal to 0.7 (Cronbach, 1951). The Cronbach's alpha coefficient is displayed in Table 2.

Table 2*Coefficient of Cronbach's alpha*

Variable	No. of Items	Cronbach's Alpha
Training	5	0.926
Reward	5	0.893
Performance Appraisal	5	0.947
Working Environment	5	0.923
Career Development	5	0.959
Employee Turnover Intention	5	0.944

*Source: Responses on Survey Questionnaire***3.6 Method of Analysis**

The statistical and economic models used to analyze primary data are covered in this section. In order to find patterns, trends, and links, it entails arranging, characterizing, and analyzing the data using statistical or qualitative approaches. Analyzing data is mostly done to make use of the collected information to investigate research hypotheses or answer research questions. This comprises a number of steps, including gathering and organizing the data, analyzing it to obtain new perspectives, doing statistical analyses, and interpreting the results. One type of quantitative research is data analysis, which pertains to statistical analysis and aims to quantify the data. Data analysis is carried out in accordance with the existing data pattern. Three methods of data analysis were used: inferential analysis, descriptive analysis, and socio-demographic analysis. It entails presenting and interpreting the data that is already accessible. The information gathered from survey questionnaires is further deconstructed and formatted into the appropriate form in accordance with the study goal in an intelligible manner. Both descriptive and inferential analysis are used in the study.

In order for patterns to emerge that meet all of the requirements for the data, descriptive analysis is a type of data analysis that aids in the constructive explanation, display, or summarization of data points. It is employed to quantify various population and sample characteristics. By characterizing the connection between variables in a sample or population, descriptive statistics are used to describe data in an ordered way (Kaur et al., 2018). With descriptive statistics, basic statistical methods are used to provide a relevant

summary of the information, which facilitates easier dataset interpretation and better analysis. It does not, however, offer any conclusions on the dataset. The variables' mean, standard deviation, minimum and maximum values are included in the descriptive statistics in order to explain the features of the sample businesses.

By examining random samples, inferential analysis uses analytical methods to make conclusions about data about a population. Researchers can utilize a variety of statistical measures provided by inferential statistics, which are based on the hypothesis testing technique and the theory of probability, to make inferences about the sample findings.

Investigators can utilize a variety of statistical measures provided by inferential statistics, which are based on the theory of probability and the hypothesis testing technique, to make inferences about the sample findings (Matore et al., 2019).

The primary data analysis used in this study primarily addresses the topics of turnover intention and human resource management. The dependent and independent variables were measured using a five-point Likert scale with the options of strongly agree (SA), agree (A), dissent (D), and disagree (SD).

IBM SPSS v25, Microsoft Excel, and Google Sheets were used for data entry and analysis. The gathered information was carefully arranged in Google Sheets and then imported into SPSS for additional processing. The study was improved by using Microsoft Excel. To analyze the data in accordance with the goals of the research, both descriptive and inferential analyses were carried out.

3.6.1 Descriptive Analysis

Mean

The mean of a particular sample is the average of the sum of all values divided by the number of observations. It depicts all of the data, which is located roughly halfway between the two extremes. Because of this, the mean is commonly used to describe a measure of central tendency. It is computed using the relationship shown below:

$$\text{Mean } (\bar{X}) = (X_1 + X_2 + \dots + X_n) / n$$

Where,

X = Arithmetic Mean return $x_1, x_2 \dots x_n$

X_n = Set of Observation

n = Total number of Observations

Standard Deviation

A statistical tool called the standard deviation is used to calculate the ranges and magnitudes of deviations from the mean or middle. It gauges the dispersion in absolute terms. The variability will increase with a greater standard deviation and vice versa. Put differently, it is beneficial to examine the data's quality in terms of its variability. It is computed as:

$$\text{Standard Deviation (S.D.)} = \sqrt{\frac{\sum (X - \bar{X})^2}{n}}$$

Where,

\bar{X} = Arithmetic Mean return

X = Set of Observation

n = Total number of Observations

3.6.2 Inferential analysis

Coefficient of Correlation Analysis

A common method for determining the strength of the link between two variables is the coefficient of correlation. When a change in one variable's value is accompanied by a change in the other's value, two variables are said to have correlation. The field of correlation analysis is based on a few key ideas. This study makes use of Karl Pearson's Coefficient Analysis approach. It is computed using the two-variable formula below, and little r stands for it.

$$\text{Correlation Coefficient (r)} = \frac{n\sum XY - \sum X \sum Y}{\sqrt{n\sum X^2 - (\sum X)^2} \sqrt{n\sum Y^2 - (\sum Y)^2}}$$

Where,

r = coefficient of correlation

$\sum XY$ = Sum of product of two series.

$\sum X^2$ = Sum of squared of X series

$\sum Y^2$ = Sum of squared of Y series

n = Sample size

Regression Analysis Model:

By fitting a linear equation to observed data, the regression analysis model aims to represent the connection between two or more dependent variables and an independent variable. In order to investigate the effect of HRM practices on employee turnover intention in Nepalese commercial banks, the following regression model is estimated in this study:

$$ETI = \beta_0 + \beta_1 T + \beta_2 R + \beta_3 PA + \beta_4 WC + \beta_5 CD + e$$

Where,

β_0 = Intercept of the dependent variable

T = Training

R = Reward

PA = Performance Appraisal

WC = Working Conditions

CD = Career Development

ETI = Employee turnover intention

3.7 Research framework & definition of variables

An analytical tool for visualizing variables and their relationships is a research framework. It serves to broaden the concepts. It serves as the cornerstone or framework around which the study is built. An analytical technique for organizing thoughts or drawing conceptual differences is the conceptual framework. It provides a methodical explanation of how the independent and dependent variables relate to one another. The entire investigation is conducted within the parameters of this hypothesis. The following conceptual framework is established to summarize the major emphasis and scope in terms of variables covered, based on the study's purpose and the literature research. It is crucial that the conceptual framework be properly established and presented because the study's main goal is to generate theories regarding the issues and queries.

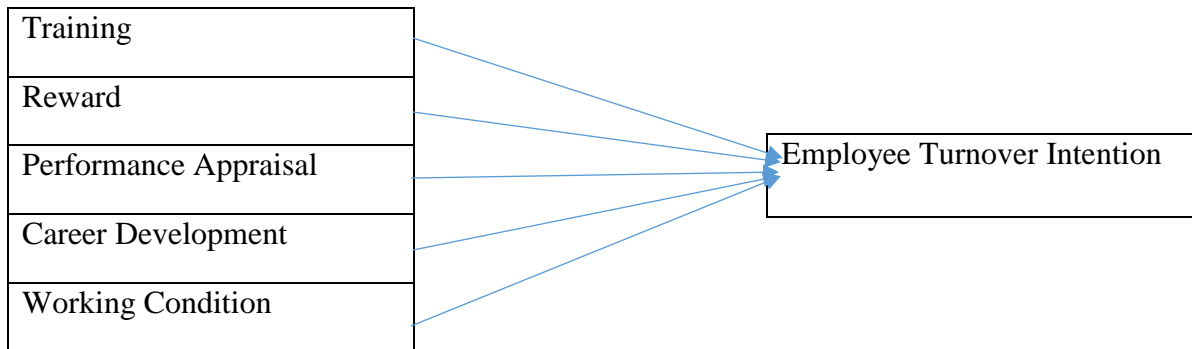
Independent VariablesDependent Variable

Figure 1: Schematic diagram of the theoretical framework.

Source: Sekar et al (2024), Choi et al. (2014)

Training:

In addition to helping employees gain information and skills relevant to their jobs, training may help individuals modify their attitudes and behaviors to better fulfill the goals of their businesses. An efficient training program may increase commitment and lower staff turnover, claim Sahinidis and Bouris (2008).

Reward

Incentives in the form of recognition and remuneration are known as rewards, and they are used to encourage desired behaviors, boost output, cultivate loyalty, and eventually improve organizational success. According to Chiang and Birtch (2008), reward is a wide concept that can refer to anything that a company is ready to provide an employee in exchange for their efforts and that they may find valuable.

Performance appraisal

Organizations utilize performance appraisals, a methodical procedure, to assess workers' job performance and offer them feedback on their contributions to the organization's objectives, opportunities for growth, and overall strengths. A systematic system of reviewing and evaluating an individual's or a team's performance on a job is called a performance assessment (Monday, 2010).

Working condition

The setting, conditions, and elements in which workers carry out their responsibilities inside a company are referred to as working conditions. This includes the actual work area, security protocols, tools, workload, planning, ergonomics, and the general environment of the company. Working conditions are described by Chong et al. (2013) as the physical characteristics of the workplace, employment hours, legal rights and duties, and any other situations that impact labor.

Career development

The process of controlling one's professional development and success within a company or chosen area is a continuous endeavor. Managers must support employees in taking charge of their own careers by encouraging them to do so, providing ongoing support in the form of performance reviews or feedback, and making company information about the organization, career opportunities, positions, and openings that may be of interest to staff members available (Chen et al, 2004).

CHAPTER IV

RESULTS AND DISCUSSION

The primary data are systematically presented and analyzed in this chapter. For the aim of the study, many statistical models that were covered in the preceding chapter have been calculated. The results of the significant variables—which are presented in many parts with analyses based on the customer questionnaires—are covered in this section. Descriptive and inferential data presentation and analysis are the two categories. Tables, charts, and figures are used in descriptive data analysis, whereas several statistical tests are used in the inferential section.

There are five other subsections within this section. The demographics of the respondents, descriptive statistics, position analysis, regression, correlation, and summary of the hypothesis are all included in this part along with the profiles of the respondents. Analyzing age, gender, income, education, and other pertinent demographic information is part of this. Descriptive statistics are used in the research study for the main variables being examined. This entails using statistics like mean, standard deviation, median, and range to summarize each variable's distribution, variability, and central tendency. Researchers provide readers a thorough grasp of the properties and distribution of the data by including descriptive statistics for every variable. In a similar vein, the study uses regression and correlation analysis to examine the data that was gathered. Investigating the connections between the independent and dependent variables mentioned in the study hypothesis is part of this. By determining the direction and intensity of relationships between variables, correlation analysis sheds light on how interdependent they are. Regression analysis also enables the investigation of the degree to which fluctuations in the dependent variable are predicted by independent variables. The thorough statistical testing strengthens the study's overall validity and lends credence to its conclusions. Additionally, the procedures outlined in the preceding chapter are followed for testing hypotheses.

4.1 Demography of respondents

The focus of sociodemographic data is typically the respondents' personal information. A person's age, sex, education, and other traits all matter. The respondents' personal profiles

according to their age, gender, occupation, monthly salary, and marital status are displayed in the table. The knowledge of consumer behavior and attributes is often predicated on the demographic aspects.

Gender

Gender is a significant variable in expressing and providing replies to the subject. It is the classification of respondents as either male or female. In terms of gender, men make up the majority of responders, followed by women and others. Out of the 309 responders in total, Figure 2 shows that 191 are female, 108 are male, and 10 would prefer not to disclose their gender. 62% of respondents were female, 35% were male, and 3% said they would rather not reply. Compared to males, females make up a larger ratio. Women made up a sizable portion of the study's respondents, as seen by their overwhelming presence in the sample.

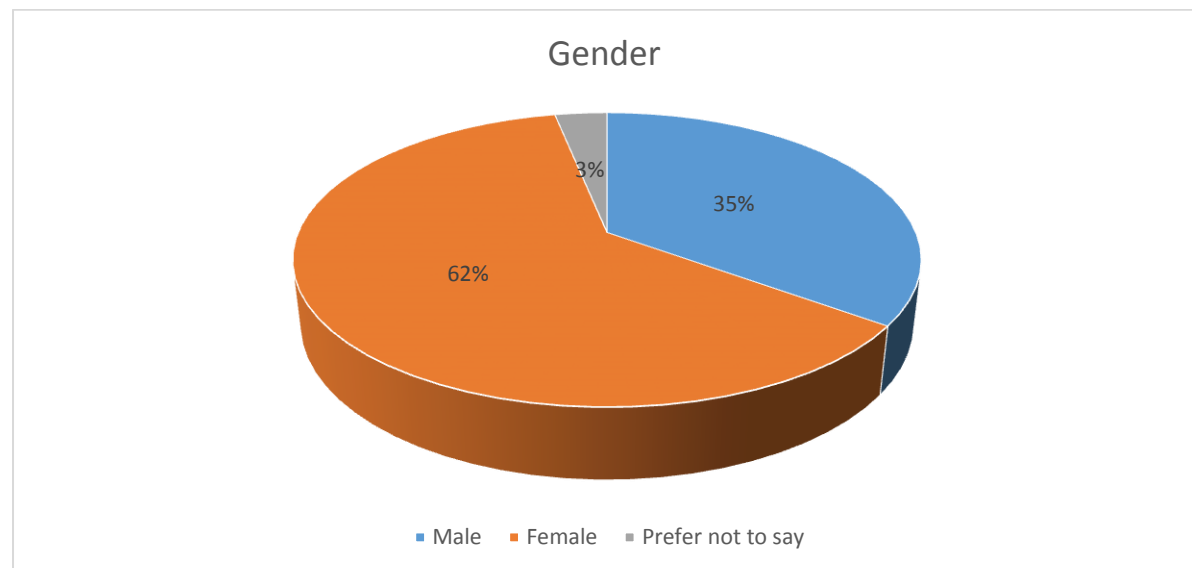


Figure 2: Classification of respondents by gender

(Source: Field survey, 2024)

Age

A variety of age groups of respondents received the questionnaire. One of the most crucial factors in determining the respondents' opinions on the specific issues is their age. Figure 3 illustrates how the respondents' age range is divided into four sections: under 25, 26–35 years, 36–45 years, and above 45 years. The study's largest age group, which makes up 67% of the sample overall, is 26 to 35 years old. This is followed by age groups

36 to 45 years old (25%), under 25 years old (6%), and over 45 years old (2%). Understanding the target audience's makeup is aided by the age distribution.

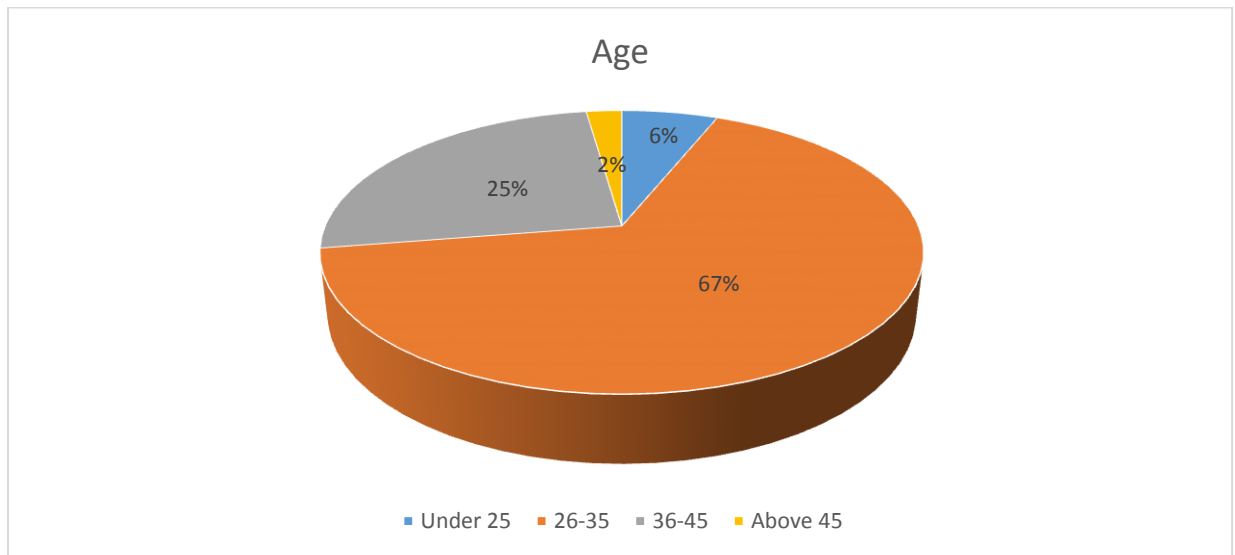


Figure 3: Classification of respondents by Age

(Source: Field survey, 2024)

Marital Status

One important demographic factor that reveals information about a population's makeup is marital status. It aids in the understanding of how a person's marital status may affect their experiences, actions, or results in particular situations. Figure 4 shows that respondents' marital status is divided into two categories: married and single. 81% of the respondents are married, making up the majority, while 19% are single.

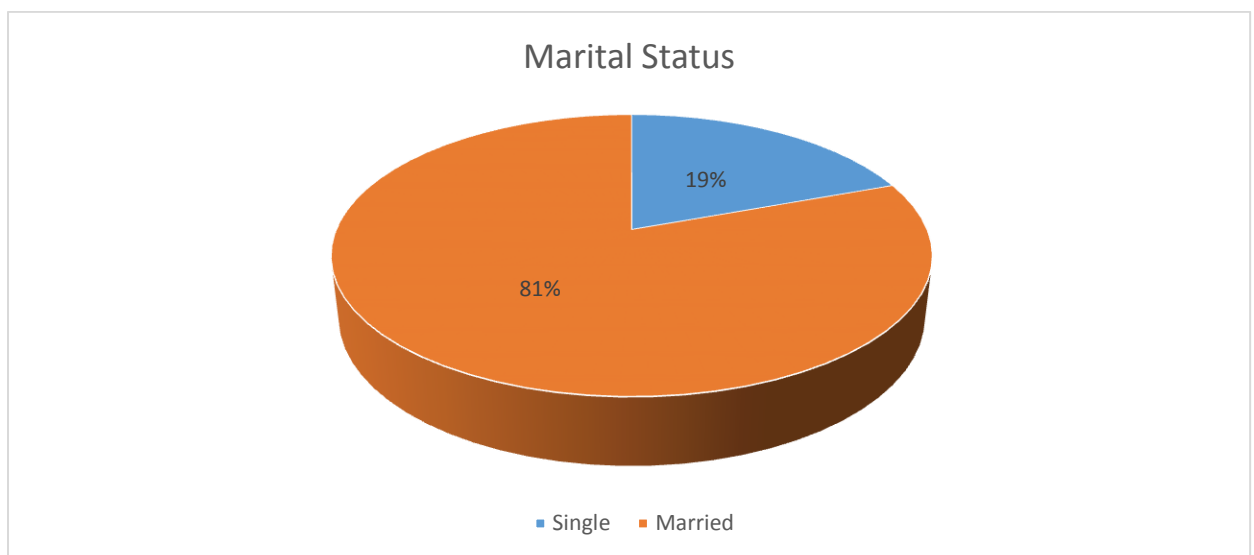


Figure 4: Classification of respondents by Marital Status

(Source: Field survey, 2024)

Educational Level

Understanding the respondents' educational history is crucial to understanding their socioeconomic background, cognitive skills, and information processing abilities, all of which have an impact on their intention to leave their job. Respondents with various levels of education were given the questionnaire. Figure 5 displays the respondents' educational attainment divided into four groups: those with intermediate or less education, those with bachelor's, master's, and Ph.D. degrees, as well as the related frequencies and percentages. The largest group of respondents—48 percent of the sample as a whole—have bachelor's degrees, followed by master's degree holders (34%), M.Phil. / Ph.D. holders (13%), and those with intermediate education or less—5%. The aforementioned split highlights the respondents' varied educational backgrounds, which is essential to understanding employee actions.

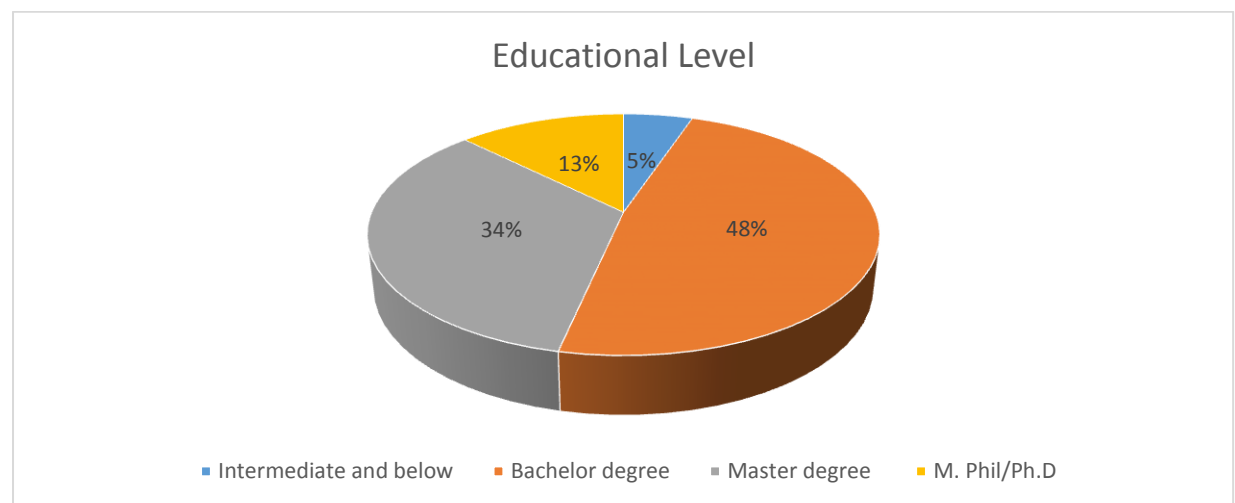


Figure 5: Classification of respondents by Educational level

(Source: Field survey, 2024)

Income Level

Among the important demographic factors is income status. Figure 6 illustrates how the table divides respondents' income into four groups: under \$20,000, \$20,000–40,000, \$40,000–60,000, and \$60,000 and over \$60,000, as well as the related frequencies and percentages. The bulk of responders—58% of the sample as a whole—earn between Rs. 20,000 and Rs. 40,000, followed by Rs. 40,000 to Rs. 60,000 (27%), Rs. 60,000 and above (10%), and Rs. 20,000 and lower (5%). awareness employee behavior requires an

awareness of the wide range of income levels among respondents, as is highlighted by this breakdown.

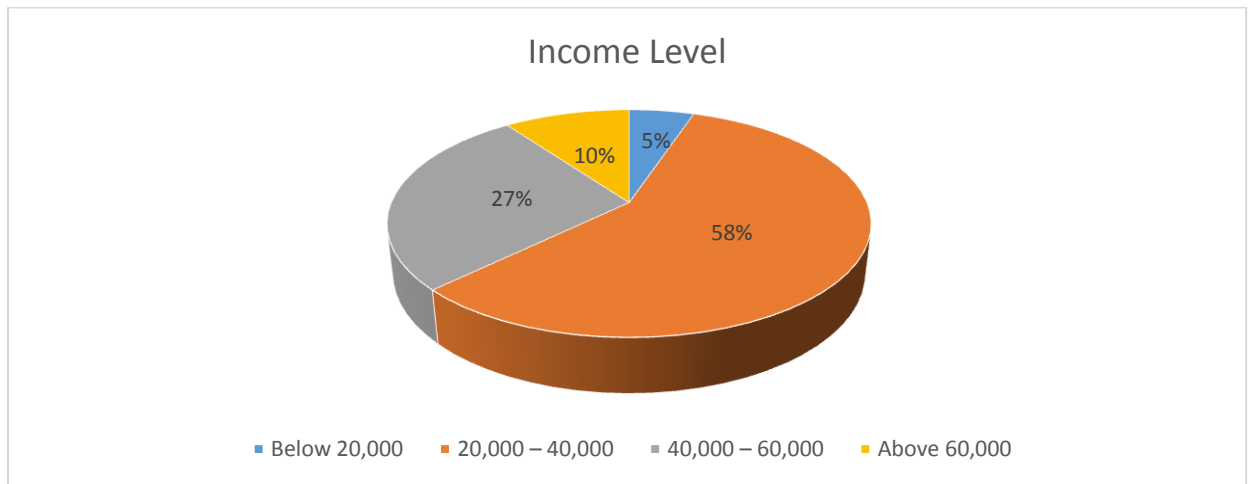


Figure 6: Classification of respondents by Income level

(Source: Field survey, 2024)

4.2 Respondents opinion on HRM practices

4.2.1 Training

Table 3

Descriptive Statistics on Training

	N	Minimum	Maximum	Mean	Std. Deviation
My organization does provide training opportunities.	309	1	5	2.41	.819
My organization is interested in my personal and professional development	309	1	5	2.37	.825
My organization conducts training program in every year.	309	1	5	2.50	.874
The training helps to extend range of skills and abilities.	309	1	5	2.54	.858
My organization separates budget for training and development.	309	1	5	2.79	.850

The findings of a survey asking respondents about training possibilities at their company are shown in Table 3. The table provides descriptive statistics such sample size (N), response range, mean scores that show central tendency, and standard deviation that

shows response variability. The average score for the statement "My organization does provide training opportunities" is 2.41, with a standard deviation of 0.819. This suggests that respondents generally think their company offers some training possibilities. With a standard deviation of 0.825 and a mean score of 2.37, the second statement—"My organization is interested in my personal and professional development"—was evaluated. The comparatively low mean score indicates that most respondents think their company doesn't care too much about their professional and personal growth.

In a similar vein, the third statement, "Every year, my organization holds training programs," had a standard deviation of 0.874 and a mean score of 2.50. This suggests that most respondents concur that their company holds yearly training sessions. The fourth statement had a mean score of 2.54 with a standard deviation of 0.858: "The training helps to extend my range of skills and abilities." This shows that respondents generally believe that training contributes to their ability to grow in a certain way. The last statement, "My organization sets aside money for training and development," had a standard deviation of 0.850 and a mean score of 2.79. This implies that most respondents concur that their company sets aside money for employee training and development.

At 2.79, the statement "My organization separates budget for training and development" has the greatest average value, while "My organization is interested in my personal and professional development" has the lowest average value, scoring 2.37. Overall, the survey shows that respondents' opinions on the training opportunities offered by their business are not entirely consistent. There are differing degrees of satisfaction regarding the organization's interest in professional and personal development, the effectiveness of the training in extending skills and abilities, and the frequency of training programs, despite the moderate level of agreement that training opportunities exist and that budgets are allocated for development.

4.2.2 Reward

Table 4

Descriptive Statistics on Reward

	N	Minimum	Maximum	Mean	Std. Deviation
I prefer monetary reward over non-monetary reward.	309	1	5	2.70	.878
I am satisfied with the quality and quantity of reward I receive.	309	1	5	2.18	.768
The reward matches my work effort.	309	1	5	2.12	.787
The reward has a positive impact on the work atmosphere.	309	1	5	2.28	.778
I am ready to increase my work effort in order to gain reward.	309	1	5	2.63	.864

The study's findings about respondents' perceptions of incentives in their organizations are shown in Table 4. The statement "My preference is for monetary rewards over non-monetary ones" has a standard deviation of 0.878 and a mean score of 2.70. This suggests that respondents generally have a modest preference for monetary rewards over non-monetary ones. The second statement had a standard deviation of 0.768 and a mean score of 2.18, meaning that the respondent was happy with the amount and quality of the reward. The comparatively low mean score indicates that respondents may not be happy with the incentives they get. There is less variation in respondents' levels of unhappiness, as indicated by the smaller standard deviation.

In a similar vein, the third statement, "The reward matches my work effort," had a standard deviation of 0.787 and a mean score of 2.12. This suggests that respondents generally believe their benefits fall short of what they put in at work. There is some variation in these views, as indicated by the modest standard deviation. The award has a good influence on the work atmosphere, according to the fourth statement, which had a mean score of 2.28 and a standard deviation of 0.778. This implies that respondents generally think rewards have a less favorable effect on the workplace environment. The final response, "I am prepared to increase my work effort in order to gain reward," had a standard deviation of 0.864 and a mean score of 2.63. This shows that the respondents' willingness to put in more effort at work in order to receive rewards is moderate. The

moderate standard deviation suggests that individual differences exist in willingness. With a mean score of 2.70, "I prefer monetary reward over non-monetary reward" is the statement with the greatest average value, while "The reward matches my work effort" has the lowest average value, scoring 2.12. Overall, the survey shows that respondents' opinions on the benefits they obtain from their company are not entirely consistent. Their dissatisfaction with the reward system is evident from the outcome.

4.2.3 Performance appraisal

Table 5

Descriptive Statistics on performance appraisal

	N	Minimum	Maximum	Mean	Std. Deviation
My organization provides regular feedback of my performance.	309	1	5	2.05	.708
Performance appraisal helps me identify my strengths and weaknesses.	309	1	5	2.21	.854
I am satisfied with the appraisal process of the organization.	309	1	5	2.01	.814
The feedback I receive agrees with what I have actually achieved.	309	1	5	2.06	.807
My organization provides positive feedback for good performance rather than criticizing for poor performance.	309	1	5	2.15	.792

The study's findings of respondents' perceptions of performance appraisal are shown in Table 5. With a mean score of 2.05 and a standard deviation of 0.708, the statement "My organization provides regular feedback of my performance" is scored. This suggests that respondents generally think their company offers just a limited amount of frequent performance feedback. The second statement, "I can identify my strengths and weaknesses through performance appraisal," had a mean score of 2.21 and a standard deviation of 0.854. The comparatively low mean score indicates that respondents may not believe that performance reviews assist them in recognizing their areas of strength and weakness.

In a similar vein, the third statement, "I am satisfied with the organization's appraisal process," had a standard deviation of 0.814 and a mean score of 2.01. This suggests that respondents are generally not happy with the way their organization conducts appraisals. The fourth statement showed a mean score of 2.06 and a standard deviation of 0.807: "The feedback I receive agrees with what I have actually achieved." This implies that respondents generally don't think the feedback they get is in line with what they have actually accomplished. A mean score of 2.15 and a standard deviation of 0.792 were found for the final statement, "My organization provides positive feedback for good performance rather than criticizing for poor performance." This indicates that the respondents think their company only partially rewards excellent achievement. "Performance appraisal helps me identify my strengths and weaknesses," which has the greatest average value, has a mean score of 2.21, while "I am satisfied with the organization's appraisal process," which has the lowest average value, has a mean score of 2.01. The study's overall findings indicate that respondents' satisfaction levels with their organization's performance assessment procedure are typically poor.

4.2.4 Working Condition

Table 6

Descriptive Statistics on working condition

	N	Minimum	Maximum	Mean	Std. Deviation
My organization provides better working condition.	309	1	5	1.98	.749
I am satisfied with the working condition of my organization.	309	1	5	1.94	.839
My work schedule fits my lifestyle.	309	1	5	1.78	.865
I enjoy working with my colleagues.	309	1	5	2.18	.882
My working conditions are safe.	309	1	5	2.36	.862

The findings of a survey about respondents' perceptions of the working environment at their company are shown in Table 6. The statement, "My organization offers better working conditions," had a standard deviation of 0.749 and a mean score of 1.98. This suggests that respondents generally don't think their company offers superior working conditions. The second response, "I am satisfied with my organization's working

conditions," had a standard deviation of 0.839 and a mean score of 1.94. The low mean score indicates that the majority of respondents are not happy with their organization's working conditions.

In a similar vein, the third statement, "My work schedule fits my lifestyle," with a standard deviation of 0.865 and a mean score of 1.78. This suggests that respondents generally believe their job schedule does not suit their lifestyle. The fourth statement had a standard deviation of 0.882 and a mean score of 2.18, indicating that it was enjoyable to work with colleagues. This implies that respondents generally have a favorable opinion of working with their coworkers. The last response, "My working conditions are safe," had a standard deviation of 0.862 and a mean score of 2.36. This indicates that the majority of respondents believe their working circumstances to be safe.

With an average score of 2.36, "My working conditions are safe" is the statement with the greatest average value, while "My work schedule fits my lifestyle" has the lowest average value, scoring 1.78. Overall, the survey shows that respondents' opinions regarding the working circumstances at their firm are not entirely consistent. The variation in the replies suggests that employees' perceptions and degrees of satisfaction with their working circumstances vary.

4.2.5 Career Development

Table 7

Descriptive Statistics on career development

	N	Minimum	Maximum	Mean	Std. Deviation
My organization provides better path for career development.	309	1	5	1.90	.779
My supervisor has given me good feedback on how I can advance my career at the company.	309	1	5	1.87	.857
I am more efficient in my job now compared to when I started.	309	1	5	2.07	.907
Job promotions are awarded fairly and without bias.	309	1	5	1.85	.849
My supervisor takes an interest in my career development.	309	1	5	1.93	.863

The findings of a survey on respondents' perceptions of career growth in their company are shown in Table 7. The statement "A better path for career development is provided by

my organization" gets a mean score of 1.90 and a standard deviation of 0.779. This shows that most respondents think their company doesn't offer professional advancement opportunities. The comparatively low standard deviation implies that responses are less variable, pointing to a more uniform view among people. With a mean score of 1.87 and a standard deviation of 0.857, the second statement—"My supervisor has given me good feedback on how I can advance my career at the company"—was evaluated. The low mean score indicates that most respondents believe their superiors have not given them enough advice on how to progress in their professions.

In a similar vein, the third statement, "I work more efficiently now than when I started," has a 0.907 standard deviation and a mean score of 2.07. This suggests that respondents feel generally more productive at work now than they did when they first started. The fourth statement had a mean score of 1.85 and a standard deviation of 0.849, indicating that "Job promotions are awarded fairly and without bias." This implies that respondents generally believe promotions are not given out impartially and equitably. The last statement, "My supervisor shows interest in my professional growth," had a standard deviation of 0.863 and a mean score of 1.93. This shows that the respondents think their managers don't care about their professional growth. With an average score of 2.07, "I am more efficient in my job now than when I started" is the statement with the highest average value, while "Job promotions are awarded fairly and without bias" has the lowest average score of 1.85. The study's overall findings show that respondents are typically dissatisfied with the professional development options offered by their business. There is a poor understanding of professional growth routes, little supervisory feedback, and unequal job promotion practices. Furthermore, the respondents believe their bosses show little interest in helping them advance their careers.

4.2.6 Employee Turnover Intention

Table 7

Descriptive Statistics on employee turnover intention

	N	Minimum	Maximum	Mean	Std. Deviation
I am actively seeking job opportunities outside of my current organization.	309	1	5	3.89	.752
I often compare my current job to potential opportunities elsewhere.	309	1	5	4.18	.880
I regularly update my skills and qualifications to make myself more marketable to potential employers.	309	1	5	4.04	.893
I have initiated conversations with recruiters or hiring managers about potential job opportunities.	309	1	5	3.86	.783
I frequently envision new career paths or job opportunities.	309	1	5	3.96	.799

The findings of a survey on respondents' plans to leave their existing company are shown in Table 7. With a mean score of 3.89 and a standard deviation of 0.752, the statement "I am actively seeking job opportunities outside of my current organization" is scored well. This suggests that respondents are actively looking for work outside of their present employer on average. The comparatively low standard deviation implies that responses are less variable, pointing to a more uniform view among people. The second statement, "I frequently look at opportunities outside of my current job," had a standard deviation of 0.880 and a mean score of 4.18. The high mean score indicates that respondents probably compare their present position to other possible jobs quite a bit.

In a similar vein, the third statement, "I continually improve my education and experience to increase my employability," had a mean score of 4.04 and a standard deviation of 0.893. This suggests that in order to improve their marketability, respondents, on average, upgrade their skills and certifications on a frequent basis. The fourth statement had a mean score of 3.86 and a standard deviation of 0.783. It said, "I have initiated conversations with recruiters or hiring managers about potential job opportunities." This

implies that respondents have, on average, brought up employment chances in conversation with recruiters. The last response, "I frequently envision new career paths or job opportunities," with a standard deviation of 0.799 and a mean score of 3.96. This implies that a lot of the respondents imagine themselves in new jobs or career trajectories. With an average score of 4.18, the statement "I often compare my current job to potential opportunities elsewhere" has the highest average value, while the statement "I have initiated conversations with recruiters or hiring managers about potential job opportunities" has the lowest average score of 3.86. The study's overall findings demonstrate that participants actively participate in actions associated with the intention to leave their jobs.

4.3 Inferential Analysis

By examining random samples, inferential analysis uses analytical methods to make conclusions about data about a population. Researchers can utilize a variety of statistical measures provided by inferential statistics, which are based on the hypothesis testing technique and the theory of probability, to make inferences about the sample findings.

4.3.1 Correlation Analysis

The correlation analysis's findings and discussions are shown in this portion of the study. The degree of the linear link between variables is indicated by the correlation. The purpose of the correlation study was to determine the strength and direction of the association between a number of factors and the intention of staff turnover. A weak or low correlation indicates that the variables are comparatively less connected to one another, whereas a strong or high correlation indicates that two or more variables have a significant association with one another.

Table 8*Correlation Analysis*

	T	R	PA	WC	CD	ETI
T	Pearson Correlation 1	.661**	.668**	.605**	.623**	-.552**
R	Pearson Correlation	1	.740**	.700**	.710**	-.641**
PA	Pearson Correlation		1	.819**	.822**	-.713**
WC	Pearson Correlation			1	.853**	-.679**
CD	Pearson Correlation				1	-.759**
ETI	Pearson Correlation					1

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

(Source: Field survey, 2024)

Where,

T=Training

R= Reward

PA= Performance Appraisal

WC= Working Conditions

CD= Career Development

ETI= Employee turnover intention

Relationship between training and employee turnover intention

There is a strong negative association between employee turnover intention and training, as indicated by the Pearson correlation coefficient of -0.552. This implies that employees' inclination to quit the company declines as training chances rise. Better training is linked to a reduced propensity to leave, according to the negative sign. Strong evidence for this association exists, as indicated by the correlation's significance at the 0.01 level.

Relationship between reward and employee turnover intention

There is a strong negative association between employee turnover intention and reward, as indicated by the Pearson correlation coefficient of -0.641. This implies that the desire to leave the company would be less the greater the incentives. Strong evidence for this association is indicated by the correlation, which is significant at the 0.01 (2-tailed) threshold.

Relationship between performance appraisal and employee turnover intention

Employee turnover intention and performance assessment had a -0.713 ($p < .001$) Pearson correlation coefficient. There is a significant positive association that indicates that employee turnover intention tends to decline as performance appraisal attempts rise. The association is substantial, as indicated by the correlation, which is significant at the 0.01 level (2-tailed).

Relationship between working environment and employee turnover intention

The working environment and employee turnover intention have a Pearson correlation value of -0.679 ($p < .001$). There is a significant positive association that indicates that employee turnover intention tends to decline with an improved work environment. The association is substantial, as indicated by the correlation, which is significant at the 0.01 level (2-tailed).

Relationship between career development and employee turnover intention

The relationship between employee turnover intention and career advancement has a Pearson correlation value of -0.759 ($p < .001$). There is a significant positive association that indicates that employee turnover intention tends to decline in proportion to the availability of career development possibilities. There is a substantial association, as indicated by the significant correlation at the 0.01 level.

4.3.2 Regression Analysis

This section examines the estimated link between the dependent and independent variables using regression findings from different model parameters. When examining the link between a dependent variable and independent variables, it encompasses a wide range of modeling and analysis tools. A mathematical measure of the average association between two or more variables expressed in terms of the original unit of data is called regression analysis.

Table 9*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.781 ^a	.610	.603	.46880

a. Predictors: (Constant), CD, T, R, PA, WC

(Source: Field survey, 2024)

Key statistics that evaluate the overall fit of a regression model with the following variables included: Career Development (CD), Training (T), Reward (R), Performance Appraisal (PA), and Working Condition (WC) are provided in the model summary table. The multiple correlation coefficient (R) value denotes the strength of the linear relationship between the anticipated and observed values. When the R value is 0.781, a significant positive connection is shown. The model's predictors account for 60.3% of the variation in turnover intention, according to the R Square and Adjusted R Square values. The estimate's comparatively low standard error suggests that the model is reasonably accurate. Based on the data, it can be concluded that this model fits well for forecasting employee turnover intention.

Table 10*ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	104.031	5	20.806	94.671	.000 ^b
	Residual	66.592	303	.220		
	Total	170.623	308			

a. Dependent Variable: ETI

b. Predictors: (Constant), CD, T, R, PA, WC

(Source: Field survey, 2024)

The correlation between the determinants of employee turnover intention and training, reward, performance assessment, career development, and working environment is statistically significant, as indicated by the significance level (Sig. = 0.000) being less than 0.01. The model's validity and reliability are supported by the ANOVA findings,

which show that the predictors have a substantial impact on the model's capacity to predict employee turnover intention.

Table 11

Regression Analysis

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.704	.106		53.566	.000
	T	-.035	.051	-.035	-.679	.497
	R	-.142	.064	-.130	-2.232	.026
	PA	-.209	.077	-.203	-2.727	.007
	WC	.029	.076	.029	.379	.705
	CD	-.474	.072	-.503	-6.549	.000

a. Dependent Variable: Employee Turnover Intention

(Source: Field survey, 2024)

Table 11 looks at how employee turnover intention is affected by independent factors such as training, rewards, performance reviews, working conditions, and career development. The coefficient and standard error of the constant component (Constant) are 5.704 and 0.106, respectively. This shows that the dependent variable Employee turnover intention is expected to have a projected value of 5.704 when the independent variables are zero.

Training's beta coefficient is -0.035, with a 0.051 standard error. -0.035 is the standardized coefficient (Beta). This suggests that if training is increased by 1 units, employee turnover intention is predicted to decrease by 0.035 units. With a t-value of -0.679, it can be concluded that there is no statistically significant ($p > 0.005$) relationship between employee turnover intention and training.

The beta coefficient for reward is -0.142, meaning that an increase of 1 unit in reward is expected to result in a 0.142 unit drop in employee turnover intention. At $p = 0.026$, the t-value is -2.232, suggesting that changes in incentive structures would not have a

substantial effect on turnover intention on their own. This implies that although incentive schemes that are both fair and competitive are necessary to lower turnover intention, they might not be the main factor.

With a standard error of 0.051, the performance assessment beta coefficient is -0.209. It indicates that employee turnover intention is expected to drop by 0.209 units for every unit rise in performance assessment. The statistical significance of the relationship between employee turnover intention and performance assessment is demonstrated by the t-value of -2.727 at $p=0.007$, which is closer to 0.005. According to this research, employees are less likely to consider quitting their employment when they receive fair and helpful comments during performance reviews, which lowers the desire to leave. The relationship between working conditions and employee turnover intention is statistically negligible, as indicated by the working condition beta coefficient of 0.029 and the t-value of 0.379 at $p=0.705$. This suggests that although a positive work environment is important for employee happiness, in this particular group, it might not be the deciding factor in lowering turnover intention.

Career development has a beta value of -0.474. It indicates that employee turnover intention is expected to drop by 0.474 units for every unit increase in career development. The statistical significance of the relationship between employee turnover intention and performance assessment is demonstrated by the t-value of -6.549 at $p<0.001$. This suggests that when employees perceive clear pathways for career progression and skill enhancement within their organization, they are more likely to stay committed and engaged, thus reducing turnover rates.

4.4 Positional Analysis of variables

The study uses descriptive statistics, such as mean and standard deviation, to quantify the position analysis of the variables.

Table 12*Positional Analysis of variables*

	N	Minimum	Maximum	Mean	Std. Deviation
T	309	1.00	5.00	2.5210	.74292
R	309	1.00	5.00	2.3825	.68287
PA	309	1.00	5.00	2.0951	.72300
WC	309	1.00	5.00	2.0466	.73513
CD	309	1.00	5.00	1.9262	.78987
ETI	309	1.00	5.00	3.9864	.74429

(Source: Field survey, 2024)

The descriptive data for six factors pertaining to employee turnover intention (ETI) and HRM practices among workers in Nepalese commercial banks are shown in Table 12. For every variable, the lowest and maximum values as well as the standard deviations and mean scores are given. The mean score for training is 2.52, with a 0.74 standard deviation. This suggests that employees are generally satisfied with training programs, with the amount of training possibilities being perceived as somewhat above average. There is a large range of responses, with a minimum score of 1.00 and a high score of 5.00. The reward has a standard deviation of 0.68 and a mean score of 2.38. This shows that the majority of employees believe their organization's reward programs fall short of their expectations. The replies, which vary from 1.00 to 5.00, show that employees have different perspectives. Performance appraisals have a mean score of 2.10 and a standard variation of 0.72. It is implied by this very low mean score that employees are not particularly happy with their businesses' performance review procedures. The comments, which vary from 1.00 to 5.00, demonstrate the diversity of experiences and viewpoints among employees with regard to performance reviews. The standard deviation is 0.74 and the mean score is 2.05 for Working Condition. This suggests that there may be some unhappiness with the workplace among employees, who believe their working circumstances are just below the midway. Variable answers are highlighted by the lowest and highest scores of 1.00 and 5.00, respectively. Among the factors, Career Development has the lowest mean score—1.93, with a standard deviation of 0.79. This shows that workers are the ones who are least happy with the options their companies give for professional growth. Responses vary from one to five. Finally, the mean score for

employee turnover intention is 3.99, with a standard deviation of 0.74. This high mean score suggests that individuals' intentions to leave their current companies are often rather high. The replies, which vary from 1.00 to 5.00, show a wide variation in employees' intentions to leave their jobs.

The descriptive data, in summary, show that while workers in Nepalese commercial banks are generally somewhat satisfied with training possibilities, they are less satisfied with incentives, performance assessment procedures, working conditions, and prospects for career advancement. Employees are more likely to contemplate leaving their present companies when their turnover intention score is high, indicating a considerable level of discontent.

4.5 Summary of Hypothesis

The process of using statistics to ascertain the likelihood that a certain hypothesis is true is known as hypothesis testing. To test hypotheses, inferential analysis is employed. Analyzing the complete population is the best method to find out if a statistical hypothesis is correct. Because it is frequently not feasible, researchers usually look at a biased sample from the population. Regression coefficient has been used as the basis for testing each hypothesis. Tests on each of these theories are covered in the sections below.

Table 13

Summary of Hypothesis

Hypothesis	R	P-value	Remarks
H1: There is negative relationship between training and employee turnover intention	-0.552	0.497	Rejected
H2: There is negative relationship between reward and employee turnover intention.	-0.641	0.026	Accepted
H3: There is negative relationship between performance appraisal and employee turnover intention.	-0.713	0.007	Accepted
H4: There is negative relationship between working condition and employee turnover intention	-0.679	0.705	Rejected
H5: There is negative relationship between working condition and employee turnover intention	-0.759	0.000	Accepted

4.6 Major Findings

The following are some of the main conclusions of this research study:

1. Women make up the majority of responders (62%), with men following closely behind (35%), 3% choosing to remain anonymous.
2. The largest age group included in the study is 26 to 35 years old, which made up 67% of the sample as a whole. This age group is followed by age groups 36-45 years old (25%), under 25 years old (6%), and over 45 years old (2%).
3. The majority of respondents—81%—are married, with the remaining 19% being single.
4. Of the whole sample, 48% of respondents had Bachelor's degrees, followed by Master's degree holders (48%), M.Phil. / Ph.D. holders (13%), and those with intermediate education or less, which make up a lesser percentage (5%).
5. Of the whole sample, 58% of respondents earn between Rs. 20,000 and Rs. 40,000, followed by Rs. 40,000 to Rs. 60,000 (27%), Rs. 60,000 and above (10%), and Rs. 20,000 and lower (5%).
6. The average employee perception of the availability of training possibilities is somewhat above average, indicating a reasonable level of satisfaction with training programs. The mean score for training is 2.52. A score as low as 1.00 and as high as 5.00 is possible.
7. The reward system has a standard deviation of 0.68 and a mean score of 2.38, ranging from 1 to 5. This shows that the majority of employees believe their organization's reward programs fall short of their expectations.
8. The Performance Appraisal has a mean score of 2.10 and a standard deviation of 0.72. It is implied by this very low mean score that employees are not particularly happy with their businesses' performance review procedures answers in the range of 1.00 to 5.00.
9. The standard deviation is 0.74 and the mean score is 2.05 for Working Condition. This suggests that there may be some unhappiness with the workplace among employees, who believe their working circumstances are just below the midway. 1.00 is the minimum score while 5.00 is the maximum.
10. With a standard deviation of 0.79 and a mean score of 1.93, Career Development has the lowest mean score of all the factors. This shows that workers are the ones

who are least happy with the options their companies give for professional growth. The answers vary from 1 to 5.

11. The mean score for employee turnover intention is 3.99, with a standard deviation of 0.74. This high mean score suggests that individuals' intentions to leave their current companies are often rather high.
12. The replies vary in value from 1.00 to 5.00. Employee turnover intention and training have a substantial negative association, meaning that as training opportunities rise, so employees' desire to quit the company.
13. There is a strong inverse link between employee turnover intention and reward, meaning that as the organization's incentive system gets better, so does the intention of its employees to quit.
14. Employee turnover intention and performance assessment have a substantial negative association, meaning that when performance increases, workers' desire to quit the company declines.
15. There is a strong inverse link between employee turnover intention and working environment, meaning that when the latter improves, so does the intention of employees to quit the company.
16. There is a strong inverse link between employee turnover intention and career development, meaning that when career development becomes better, so do employees' desire to quit the company.
17. The Adjusted R Square values show that 60.3% of the variation in turnover intention is described by the predictors for by the model.
18. The ANOVA findings verify that the predictors have a considerable impact on the model's capacity to forecast the intention of employee turnover, hence bolstering the model's validity and reliability.

4.7 Discussion

The results of this study demonstrate how different factors affect employees' intentions to leave their jobs in the context of Nepalese commercial banks. The findings indicated that there is a considerable correlation between employee turnover intention and HRM elements such training, rewards, performance reviews, working environment, and career development.

The outcome suggests that employee turnover intention is negatively impacted by training programs. This result is consistent with what Martin (2003) found. In a similar vein, the outcome indicates that the intention of staff turnover is negatively impacted by fair incentive policies. This result is in line with Terera and Ngirande's (2014) results. Similarly, the findings indicate that employee turnover intention is negatively correlated with performance assessment beta coefficients. This suggests that employee turnover is negatively impacted by performance reviews. This result is consistent with the research conducted by Ali et al. (2014). Nonetheless, the findings indicate that employee turnover intention is positively correlated with the beta coefficients for working conditions. The findings of Kramer and Schmalenberg (2008) do not align with this conclusion. Employee turnover intention is detrimental for career development beta coefficients as well. It demonstrates that the likelihood of employee turnover is negatively impacted by career development opportunities. This result is consistent with Ababneh's (2013) findings.

CHAPTER V

SUMMARY AND CONCLUSION

5.1 Summary

Workers are regarded as the foundation of a company. In this day of intense competition, keeping talented, knowledgeable, and competent personnel is every organization's most crucial need. The company must use a variety of human resource management (HRM) strategies in order to maintain its workforce. In order to increase employee commitment and lower the incidence of employee turnover, the HRM department must meet the demands of the workforce. Employers can reduce employee turnover by fostering a stronger sense of organizational commitment among their staff via HRM strategies.

The following topics are covered in this study: 1) What variables affect the intention of staff turnover in Nepalese commercial banks? 2) Does training influence the purpose of employee turnover? 3) Does the goal of staff turnover in Nepalese commercial banks have any bearing on rewards? 4) Do working circumstances affect an employee's decision to quit? 5) Does an employee's desire to resign have an impact on their performance review? 6) How much does professional development influence Nepalese commercial banks' objectives toward turnover?

The study's main goal is to ascertain how HRM practices affect employees' intentions to leave Nepalese commercial banks. More specifically, we want to find out which HRM practices may have an impact on these intentions, as well as how much of an impact they may have. We also want to measure the relationship between employee intentions to leave Nepalese commercial banks and factors like training, rewards, performance reviews, working conditions, and career development.

Numerous studies have been conducted that offer a summary of significant empirical research related to the effect of HRM strategies on the intention of employee turnover. In order to strengthen the theoretical foundation and models employed by the earlier investigations, the study has cited a number of international works on this subject. The conceptual framework for this study has been developed, with employee turnover intention serving as the dependent variable and training, reward, performance evaluation,

working conditions, and career development as the independent factors. This study looks at the relationship between each independent variable and the dependent variable, and it finds that there is a negative link between all of the independent variables.

The analysis of the questionnaire survey data has been completed. The major source of data for this investigation is used. Google forms were used to distribute questionnaires, which were used to collect data. A total of thirty-nine surveys were gathered. In order to fulfill the study's objectives, a structured questionnaire was created. Descriptive statistics, correlation coefficients, and regression analysis have been used to estimate the relationship between the dependent variable—employee turnover intention—and the independent variables—training, reward, performance evaluation, working conditions, and career development. The respondents are employees of commercial banks in Kathmandu. The SPSS statistical software was used to process the gathered data. Additionally, a Microsoft Excel sheet was utilized for the average score computation and data collecting processes.

The profile data analysis of the responders is covered in the second chapter. The weighted average mean for each of the five cases was determined through the analysis of employee perception with each of the five independent variables. Correlation and regression analysis were then performed, and the major findings—which include the presentation and analysis of data gathered using the primary method as well as major findings and discussion—were completed. The summary, findings, and advice are covered in the concluding chapter.

5.2 Conclusion

This study investigates how different HRM policies affect the desire of employees to leave Nepalese commercial banks. In terms of demographics, women make up the majority of responders, followed by men. The secure nature of jobs in the banking industry and the fact that men are choosing to go abroad may be contributing factors to the domination of women. In a similar vein, the majority of the age group falls between 26 and 35. It implies that the company is drawing in young professionals who are presumably seeking for prospects for professional advancement and are in the early phases of their careers. Additionally, the majority of responders are married, which suggests that banks are generally stable. The majority of responders have a bachelor's or

master's degree, which is indicative of the highly educated workforce in the banking sector. Additionally, the majority of respondents reported incomes ranging from Rs. 20,000 to Rs. 40,000, indicating that most workers are in the mid-range pay range. With a mean score of 2.52, the data reveals that employees view training opportunities as reasonably adequate. With a mean score of 2.38, employees are not happy with the reward mechanisms in place. Similar negative perceptions of performance assessment procedures exist, with a mean score of 2.10. A low mean score of 2.05 was also given to working conditions, indicating some unhappiness. Opportunities for career growth had the lowest mean score (1.93), which suggests that employees are not very satisfied with them. The high mean score of 3.99 for employee turnover intention indicates that employees have a relatively strong desire to depart.

Increased training opportunities lower the risk of employees leaving the company, according to a substantial negative link between training and turnover intention. A reduction in the intention to leave is the result of improving the incentive system. The significance of efficient assessment systems in employee retention is shown by the negative association found between turnover intention and performance appraisal. The intention of employee turnover is negatively correlated with the work environment. Furthermore, professional development and the intention to leave an organization have a substantial negative association, underscoring the importance of career progression possibilities for employee retention.

The study's overall findings indicate that lowering employee turnover intention requires the implementation of good HRM practices, particularly in the areas of training, awards, performance reviews, working environment, and career development. The study found that employee turnover intention is not significantly impacted by working conditions or training. Thus, the training and working circumstances hypothesis was disproved. On the other hand, incentive programs, professional growth, and performance reviews have a big influence on the desire to leave.

The study's main finding indicates that employee turnover intention is influenced by training, performance reviews, working conditions, and career growth. Among these variables, career advancement and performance evaluation are most important in influencing workers' intentions to leave a Nepalese commercial bank.

Incentives have a big influence on employee turnover intention since they are essential in boosting work satisfaction and employee motivation. Performance reviews have a big impact on people's inclination to leave. A well-designed system for performance reviews decreases the probability of employees leaving the company by giving those chances for growth, clear feedback, and acknowledgment. In a similar vein, career development opportunities have a significant role in employee retention over the long term by influencing turnover intention. It was discovered that working circumstances and training did not have a significant effect on turnover intention. The findings indicated that although working conditions and training are important for overall job satisfaction and productivity, they had little effect on employees' intentions to leave their jobs.

5.3 Implications

The following recommendations have been provided for improving employee turnover intention through HRM practices in Nepalese commercial banks based on the study's findings. The findings of this study have a number of strategic and useful ramifications for bank management and HR specialists.

1. The present investigation showed a negative correlation between turnover intention and training. It implies that decreased staff turnover would result from greater training opportunities. Therefore, in order to reduce staff turnover, commercial banks should concentrate on extending the duration and frequency of their training initiatives.
2. The study discovered a negative correlation between turnover intention and reward. It implies that a just compensation structure reduces the likelihood of employee attrition. Therefore, in order to reduce staff turnover, banks should concentrate on raising rewards. Furthermore, the discontent with the existing incentive schemes emphasizes the necessity of a comprehensive reassessment and reorganization of reward programs. Introducing more equitable and competitive incentive programs can improve worker retention and satisfaction.
3. The study also discovered a negative correlation between employee turnover intention and performance reviews. It implies that the desire to leave would be less the better the mechanism for performance reviews. Therefore, banks have to concentrate on different assessment techniques, since this eventually contributes to a lower rate of staff turnover.

4. The study also demonstrates a negative correlation between working conditions and intention to leave. It suggests that the intention of turnover would be reduced in the event of better working conditions. Therefore, banks ought to provide improved working conditions in order to reduce staff attrition.
5. Because the goal of employee turnover and career growth are negatively correlated. It implies that the desire to leave would be lesser the more opportunities there were for professional growth. Therefore, in order to lower the intention of staff turnover, banks should guarantee professional growth options.

The study's findings indicate that employee turnover intention is significantly impacted by HRM elements. Therefore, in order to retain staff, managers should concentrate on offering greater training opportunities that will improve their skill sets. Additionally, managers have to evaluate their reward systems and boost incentives in order to boost staff morale, which will enhance work satisfaction and reduce the likelihood of employee turnover. Furthermore, as the study discovered a negative correlation between improved appraisal procedures and lesser desire to leave, managers had to concentrate on enhancing performance rating systems. Similarly, the research emphasized the significance of working circumstances, demonstrating that improved conditions result in a decreased propensity to leave. To improve employee retention, managers should provide a working environment that is secure, comfortable, and conducive. In a similar vein, in order to keep staff on board for the long term, managers should endeavor to provide possibilities for both personal and professional development.

5.4 Scope for future research

This study may be seen as the first step in examining how HRM procedures impact the intention of employees to leave Nepalese commercial banks. The research gives sufficient groundwork for the following further studies:

1. For this investigation, only primary data were used. It is advised that researchers employ secondary data in order to obtain a legitimate and dependable result.
2. The only commercial banks included in the study's sample were those in Nepal. Therefore, in order to get reliable data for future research, it is advised to include additional financial sectors such as development banks and financing firms.
3. Future research can choose to include a larger sample size and a greater number of observation years in order to provide a much more reliable forecast regarding the elements impacting the intention of employee turnover.

4. The sample for this study consists solely of current workers at commercial banks. In order to get a larger reaction, it is thus advised that future research include former workers who have extensive knowledge of the banks' recruiting practices.
5. Additional variables may be investigated in a later study to ascertain how HRM practices affect employee turnover.

REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2, 267-299.
- Ali, N., Kakakhel, S.J., Rahman,W., & Ahsan, A. (2014). Impact of human resource management practices on employees' outcomes. *Life Science Journal*, 11(4), 68-7.
- Amah, O. E. (2009). Job satisfaction and turnover intention relationship: The moderating effect of job role centrality and life satisfaction. *Research & Practice in Human Resource Management*, 17(1), 24-35.
- Amediku, S. (2008). An overview of employment and labor cost in the Ghanaian banking industry. *Working Paper Bank of Ghana*.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*. London: Kogan Page Publishers.
- Baniya, L. B. (2004). Human resource development practice in Nepalese business organizations: A case study of manufacturing enterprises in Pokhara. *Journal of Nepalese Business Studies*, 1(1), 58-68.
- Becker, G. (1964). *Human Capital: A Theoretical Analysis with Special Reference to Education*. New York, NY: Columbia University Press.
- Berndt, T. (1981). Effects of friendship on prosocial intentions and behavior. *Child Development*, 52(2), 636-643.
- Bibi, P., Pangil, F. B. & Johari, J. B. (2016). HRM practices and employees' retention: The moderating role of work environment. *European Academic Research*, 3(12), 994-1015.
- Bishwakarma, G. (2016). Organizational career growth and employees' turnover intentions: an empirical evidence from Nepalese private commercial banks. *International Academic Journal of Organizational Behavior and Human Resource Management*, 3(2), 10-26.
- Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: John Wiley & Sons.
- Chambers, K., and Honeycutt, A. (2008). Telecommunications mega-mergers: Impact on employee morale and turnover intention. *Journal of Business and Economics Research (JBER)*, 7(2), 43-53.

- Chen, T. Y., Chang, P. L., & Yeh, C. W. (2004). A study of career needs, career development programs, job satisfaction and the turnover intentions of R&D personnel. *Career Development International*, 9(4), 424 – 437.
- Chew, J., & Chan, C. C. (2008). Human resource practices, organizational commitment and intention to stay. *International journal of manpower*, 29(6), 503-522.
- Chiang, F. F., & Birtch, T. A. (2008). Achieving task and extra-task-related behaviors: A case of gender and position differences in the perceived role of rewards in the hotel industry. *International Journal of Hospitality Management*, 27(4), 491-503.
- Choi, S.L., Panniruky, P, Musibau, A. A. (2012). The impact of human resource management practices on employee turnover intention: A conceptual model. *Interdisciplinary Journal of Contemporary Research in Business*, 4(2), 629-641.
- Chong, P. W., Khor, W. H., Lee, J. L., Ooi, S. Y., & Tan, Y. K. (2013). *The impact of HRM practices on employee turnover intention in UTAR* (Doctoral dissertation, UTAR).
- Cotton, J. L., & Tuttle, J. M. (1986). Employee turnover: A meta-analysis and review with implications for research. *The Academy of Management Review*, 11(1), 55-70.
- Couger, D. J. (1998). Motivators vs demotivaters in the IS environment. *Journal of System Management*, 39(6), 25-28.
- Elian, S., Paramitha, C. D., Gunawan, H., & Maharani, A. (2020). The Impact of Career Development, Work-Family Conflict, and Job Satisfaction on Millennials' Turnover Intention in Banking Industry. *Journal of Business and Management Review*, 1(4), 223-247.
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1-4.
- Gautam, D. K. (2011). Changing perspectives of managing human resources in Nepal. *Proceedings of Nepalese Academy of Management*, 1(1), 65-78.
- Gerhart, B. (1990). Voluntary turnover and alternative job opportunities. *Journal of Applied Psychology*, 75(5), 467-476.
- Gieter, S., and Hofmans, J. (2015). How reward satisfaction affects employees' turnover intentions and performance: An individual differences approach. *Human Resource Management Journal*, 25(2), 200-216.

- Griffeth, R.W., Hom, P. W., and Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover. *Journal of Management*, 26(3), 463-488.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279.
- Hakro, T. H., Jhatial, A. A., & Chandio, J. A. (2022). Employee turnover intentions: Investigating the role of work overload, job satisfaction, employee engagement, and job stress. *Research Journal of Social Sciences & Economics Review*, 3(2), 71-82.
- Hassan, W., Razi, A., Qamar, R., Jaffir, R., and Suhail, S. (2013). The effect of training on employee retention. *Global Journal of Management and Business Research*, 13(6), 1-5.
- Hausknecht, J. P., J. Rodda, and M. J. Howard (2009). Targeted employee retention: Performance-based and job-related differences in reported reasons for staying. *Human Resource Management*, 48(2), 269–288.
- Holston- Okae, B.L., & Mushi,R.J. (2018). Employee turnover in the hospitality industry using Herzberg's two-factor motivation-hygiene theory. *International Journal of Academic Research in Business and Social Sciences*, 8(1), 218–248.
- Holston-Okae, B. L., & Mushi, R. (2018). Employee turnover in the hospitality industry using Herzberg's Two-Factor Motivation-Hygiene Theory. *International Journal of Academic Research in Business and Social Sciences*, 8(1), 218-248.
- Holzer, H. J., and D. Wissoker (2001). How can we encourage job retention for welfare recipients? *International Journal of Business Research*, 12(1), 20-44.
- Hulin, C.L., Roznowski, M. and Hachiya, D. (1985). Alternative opportunities and withdrawal decisions: empirical and theoretical discrepancies and integration. *Psychological Bulletin*, 97(2), 233-250.
- Jiru, A. T., & Tadesse, W. M. (2019). Effects of human resource management practices on employee turnover intention: A case study of commercial banks in Ethiopia. *OPUS*, 10(1), 1-18.
- Joarder, M.H.R., Yazam, M., & Ahmmed, S.K. (2011). Mediating role of affective commitment in HRM practices and turnover intention relationship: a study in a developing context. *Business and Economics Research Journal*, 2(4), 135-158.
- Johanson, J. (2009). HRM in changing organizational contexts. *Human resource management: A critical approach*, 7(2), 19-37.

- Johari, J., Yahya, K.K., and Ahmad, M.N. (2012). Understanding the influence of human resource management practices on intention to stay: Evidence from Malaysia. *3rd International Conference on Business and Economic Research Proceeding*, 5(2), 1-17.
- Karavardar, G. (2014). Organizational career growth and turnover intention: An application in audit firms in Turkey. *International Business Research*, 7(9), 1-67.
- Karuri, E. N. (2017). Human Resource Management Practices and Employee Turnover in Commercial Banks in Kenya. *The International Journal of Business & Management*, 5(12), 287-311.
- Klerck, G. (2009). 14 Industrial relations and human resource management. *Strategic HRM*, 6(2), 1-237.
- Kramer, M., & Schmalenberg, C. (2008). Confirmation of healthy work environment. *Critical Care Nurse*, 28(2), 56-63.
- Loi, R., Hang-Yue, N., and Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79(1), 101-120.
- Long, C.S., & Perumal, P. (2014). Examining the impact of human resource management practices on employees' turnover intention. *International Journal of Business and Society*, 15 (1), 111 – 126.
- Martin, C. (2003). Explaining labor turnover: Empirical evidence from UK establishments. *Labor*, 17(3), 391-412.
- Martinez, L. G., and Diala, I. (2014). Career development and turnover in food and beverage Industry. *International Journal of Computer and Organization Trends*, 4(5), 43-48.
- Mondy, R. (2010). Human Resource Management. *Upper Saddle River, New Jersey: Pearson/Prentice Hall*.
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29(1), 33-41.
- Nicolas, C., Sovet, L., Lhotellier, L., Di Fabio, A., and Bernaud, J. L. (2016). Perceived work conditions and turnover intentions: The mediating role of meaning of work. *Frontiers in psychology*, 7(1), 1-704.

- Noe, R. A., D. B. Greenberger, and S. Wang (2002). Mentoring: What we know and where we might go. *Research in Personnel and Human Resources Management*, 9(2), 129-173.
- Porter, L. W., & Lawler, E. E. (1968). *Managerial attitudes and performance*. Homewood, IL: Dorsey Press.
- Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, 22(7), 600-624.
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5(1), 52-63.
- Rumman, M. A. A., Jawabreh, O. A., Alhyasat, K. M., and Hamour, H. M. A. (2013). The impact of work environment on the average of job turnover in five-star hotels in Al-Aqaba City. *Business Management and Strategy*, 4(2), 111-128.
- Sahinidis, A. G., and Bouris, J. (2008). Employee perceived training effectiveness relationship to employee attitudes. *Journal of European Industrial Training*, 32(1), 63-76.
- Schuler, R. S., & MacMillan, I. C. (1984). Gaining competitive advantage through human resource management practices. *Human Resource Management*, 23(3), 241-255.
- Sekar, S., Sivakumar, G., Magenthiran, J., Kirupanantha, J. R. T., Fernandez, R., & Loy, C. K. (2021). Impact of human resource management practices on employee turnover intention. *Asian Journal of Social Science Research*, 3(2), 57-74.
- Shah, S. H. A., Sajjad, S., Ahmed, N. A. M., Arshad, B., Kazmi, M., & Nawaz, R. (2020). The role of HR practices on turnover intentions directly and through organizational citizenship behavior in the banking sector of Malaysia. *International Review of Management and Marketing*, 10(5), 172-178.
- Sharew, F. (2017). The effect of reward practices on employees' turnover intention with reference to Metals Industry Development Institute (MIDI). Department of Business Administration and Information System, Addis Ababa University School of Commerce.
- Sija, A. (2021). The influence of job satisfaction and its effect on employee turnover intention in financial service industry of Malaysia. *European Journal of Economic and Financial Research*, 5(1), 31-47.
- Terera, S. R., and Ngirande, H. (2014). The impact of rewards on job satisfaction and employee retention. *Mediterranean Journal of Social Sciences*, 5(1), 1- 481.

- Ton, Z., & Huckman, R. S. (2008). Managing the impact of employee turnover on performance: the role of process conformance. *Organization Science*, 19(1), 56-68.
- Verhee, J. M. (2011). The relationship between training and employees' turnover intentions and the role of organizational commitment. *Unpublished Manuscript, Master Thesis Human Resource Studies, Tilburg University*, 1-38.
- Vignaswaran, R. (2008). *The relationship between performance appraisal satisfaction and employee outcomes: A study conducted in Peninsular Malaysia* (Doctoral dissertation, University of Malaya), 1-99.
- Vroom, V. H. (1964). *Work and motivation*. New York, NY: Wiley.
- Wang, Y. D., Yang, C., & Wang, K. Y. (2012). Comparing public and private employees' job satisfaction and turnover. *Public Personnel Management*, 41(3), 557-573.
- Wells, J. E., and Peachey, J. W. (2010). "Turnover intentions: Do leadership behaviors and satisfaction with the leader matter? Team performance management. *An International Journal*, 17(1/2), 23-40.

Appendix I

Dear Respondents,

I am a student of Shankerdeve Campus, affiliated to Tribhuvan University, pursuing a Master in Business Studies. I am undertaking a study on **“The effect of HRM practices on employee turnover intention in Nepalese commercial banks”**. The information collected from you will be used only for research purpose and not for any commercial activity.

I will be grateful if you provide me just few minutes to answer my questions appearing in the enclosed questionnaire. I would like to request you to provide your genuine response on each of the issues. I do assure you that your information will be kept confidential. Your kind cooperation will be highly appreciated.

Thank you,

Bimala Neupane

MBS

Shankardeve Campus

Section A: Demography of Respondents

Please tick (√) according to the answers in the boxes that best represent you.

1. Please select your gender

Male Female Others

2. Please select your age (in years)

Under 25 26-35 36-45 above 45

3. Marital Status

Single Married

3. Educational level

Intermediate and below Bachelor’s Degree Master’s Degree M.
Phil/Ph.D

4. Income per month

- Below Rs.20000
 20000-40000
 41000-60000
 Above 60000

Section B: Perception about independent variables

Please place a tick (✓) mark in appropriate option to indicate how strongly you agree or disagree with the below mentioned each statement.

Training

Statement	Strongly Disagree (1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree (5)
My organization does provide training opportunities.					
My organization is interested in my personal and professional development					
My organization conducts training program in every year.					
The training helps to extend my range of skills and abilities.					
My organization separates budget for training and development.					

Reward

Statement	Strongly Disagree (1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree (5)
I prefer monetary reward over non-monetary reward.					

I am satisfied with the quality and quantity of reward I receive.					
The reward matches my work effort.					
The reward has a positive impact on the work atmosphere.					
I am ready to increase my work effort in order to gain reward.					

Performance Appraisal

Statement	Strongly Disagree (1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree (5)
My organization provides regular feedback of my performance.					
Performance appraisal helps me identify my strengths and weaknesses.					
I am satisfied with the appraisal process of the organization.					
The feedback I receive agrees with what I have actually achieved.					

My organization provides positive feedback for good performance rather than criticizing for poor performance.					
---	--	--	--	--	--

Working Condition

Statement	Strongly Disagree (1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree (5)
My organization provides better working condition.					
I am satisfied with the working condition of my organization.					
My work schedule fits my lifestyle.					
I enjoy working with my colleagues.					
My working conditions are safe.					

Career Development

Statement	Strongly Disagree (1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree (5)
My organization provides better path for career development.					
My supervisor has given me good feedback on how I can advance my career at the company.					
I am more efficient in my job now compared to when I started.					
Job promotions are awarded fairly and without bias.					
My supervisor takes an interest in my career development					

Section C: Dependent Variable

Employee turnover Intention

Statement	Strongly Disagree (1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly agree (5)
I am actively seeking job opportunities outside of my current organization.					
I often compare my current job to potential opportunities elsewhere					

I regularly update my skills and qualifications to make myself more marketable to potential employers.					
I have initiated conversations with recruiters or hiring managers about potential job opportunities					
I frequently envision new career paths or job opportunities.					

Impact of HRM practices on employee turnover in...

By: Bimala Neupane

As of: Aug 1, 2024 12:40:03 PM
17,221 words - 24 matches - 2 sources

Similarity Index

2%

Mode: Summary Report ▼

sources:

179 words / 1% - Internet from 27-Aug-2022 12:00AM
eprints.utar.edu.my

111 words / 1% - from 24-Jan-2024 12:00AM
www.e3s-conferences.org

paper text:

ABSTRACT Human resource management is the strategic approach to the effective management of people in a company or organization that help to maximize the employee performance and help to gain competitive advantage. Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. HRM practices need to be adopted by organizations to decrease the turnover intention of employees. The major objective of the

study is to identify the impact of HRM practices on employee turnover intention in Nepalese commercial banks. **The**

study considers five human resource management factors: training, reward, performance appraisal, working condition, and career development. This study is based on primary source of data. The data was collected through an online questionnaire through Google forms which were sent via messenger and email. The questionnaire was distributed to 384 respondents but were filled by 309 respondents. The data were collected by using convenience sampling of non- probability sampling method. The study employed the causal-comparative research design to determine direction, magnitudes, and relationships between dependent variables and different independent variables. The research study used descriptive analysis to explain and summarize data and inferential analysis to draw the conclusion. The collected data was evaluated using Pearson's correlation and multiple regression analysis in order to find out the level of significance, relationship and impact between independent and dependent variables. The result of the research study revealed that training, reward, performance appraisal, working condition and career development are significantly correlated