

GREEN HRM PRACTICES AND EMPLOYEE RETENTION IN NEPALESE HOTEL INDUSTRY

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

by:

Ritu Bhattarai
Exam Roll No.: 13874/19
Campus Roll No.: 3012/075
T.U. Regd. No.: 7-2-593-37-2014
Shanker Dev Campus

Kathmandu, Nepal
May, 2024

CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**Green HRM Practices and Employee Retention in Nepalese Hotel Industry**”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has been proposed and presented as part of requirements for any other academic purposes.

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

Ritu Bhattarai

Signature:

Date:

REPORT OF RESEARCH COMMITTEE

Ms. Ritu Bhattarai has defended research proposal entitled “**Green HRM Practices and Employee Retention in Nepalese Hotel Industry**” 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 and submit the thesis for evaluation and viva-voce examination.

Dr. Dhan Raj Chalise
Dissertation Supervisor
Signature:

Dissertation Proposal Defended Date:
--

Dissertation Submitted Date:
--

Asso. Prof. Dr. Sajeeb Kumar Shrestha
Head, Research Department
Signature:

Dissertation Viva Voce Date:
--

APPROVAL SHEET

We, the undersigned, have examined the dissertation entitled “**Green HRM Practices and Employee Retention in Nepalese Hotel Industry**” presented by Ritu Bhattarai, a candidate for the degree of Master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the dissertation is worthy of acceptance.

.....
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 dissertation report entitled “**Green HRM Practices and Employee Retention in Nepalese Hotel Industry**” has been prepared in the partial fulfillment of the requirements of the degree of Master of Business Studies (MBS) under the Faculty of Management, Tribhuvan University. I am highly indebted to every people who provided their constant help and support for the completion of this work.

First of all, I would like to extend my sincere gratitude to my supervisor, Dr. Dhan Raj Chalise, of Shanker Dev Campus for his eternal and friendly support, guidance and assistance throughout my research and report writing. His knowledge on the subject matter and technical assistance has made this work much easier and his experience provided the broader view of the process. I also wish to shower my heartfelt acknowledgement to Asso. Prof. Dr. Sajeeb Kumar Shrestha, Head of Research Department for their never-ending encouragement to complete this research effectively and on time.

I am also extremely thankful to my family, friends and well-wishers who directly and indirectly helped me during the research project. Finally, I would like to thank management of Shanker Dev Campus for providing me this opportunity to conduct this research. In the same way, I cannot forget and thank enough to all the staff members for their support throughout the process.

Ritu Bhattarai

Date:

TABLE OF CONTENTS

	Page No.
<i>Cover Page</i>	<i>i</i>
<i>Certification of Authorship</i>	<i>ii</i>
<i>Report of Research Committee</i>	<i>iii</i>
<i>Approval Sheet</i>	<i>iv</i>
<i>Acknowledgements</i>	<i>v</i>
<i>Table of Contents</i>	<i>vi</i>
<i>List of Tables</i>	<i>viii</i>
<i>List of Figures</i>	<i>ix</i>
<i>Abbreviations</i>	<i>x</i>
<i>Abstract</i>	<i>xi</i>
CHAPTER – I INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement	3
1.3 Objectives of the Study	4
1.4 Research Hypotheses.....	5
1.5 Rationale of the Study	5
1.6 Limitations of the Study	6
CHAPTER – II LITERATURE REVIEW.....	7
2.1 Theoretical Review	7
2.1.1 Theories of HR Practice and Employee Retention	7
2.1.1.1 The Decision Making Theory	7
2.1.1.2 Two Factor Theory of Motivation	8
2.1.1.3 Hierarchy of Needs Theory.....	9
2.1.1.4 Human Capital Theory.....	9
2.1.2 Factor Affecting Green Employee Retention	10
2.1.2.1 Green Training and Development.....	11
2.1.2.2 Green Work Life Balance	11
2.1.2.3 Green Career Development.....	12
2.1.2.4 Green Compensation.....	12

2.1.2.5 Green Employee Relations (GER).....	12
2.1.2.6 Green Job Satisfaction	13
2.2 Empirical Review	13
2.3 Research Gap.....	24
CHAPTER – III RESEARCH METHODOLOGY.....	26
3.1 Research Design.....	26
3.2 Population and Sample, and Sampling Design	26
3.3 Nature and Sources of Data, and Instrument of Data Collection.....	27
3.4 Method of Analysis	27
3.5 Instrumentations.....	29
3.6 Research Framework and Definition of the Variables.....	30
3.7 Reliability Test (Cronbach’s Alpha)	32
CHAPTER – IV RESULTS AND DISCUSSION	35
4.1 Results	35
4.1.1 Demographic Profile of Respondents.....	35
4.1.2 Summary of Descriptive Analysis	38
4.1.3 Correlations Analysis	39
4.1.4 Regression Analysis	41
4.2 Discussion	44
CHAPTER V SUMMARY AND CONCLUSION	47
5.1 Summary	47
5.2 Conclusion.....	48
5.3 Implications.....	49

References

Appendices

LIST OF TABLES

	Page No.
Table 1 Summary of Empirical Review.....	19
Table 2 Gender Specification.....	35
Table 3 Age Description of Respondents	36
Table 4 Education Level of the Respondents	36
Table 5 Working Experience of Respondents	37
Table 6 Current Position in your Hotels	38
Table 7 Nature of Job.....	38
Table 8 Summary of Descriptive Statistic of Variables.....	39
Table 9 Pearson Correlation Coefficients of Study Variables	40
Table 10 Model Summary	41
Table 11 Analysis of Variance (ANOVA).....	42
Table 12 Regression Coefficient of Independent Variables on Employee Retention	42

LIST OF FIGURES

	Page No.
Figure 1 Research Framework of the Study	30

ABBREVIATIONS

%	:	Percentage
&	:	And
e.g.	:	Example
ER	:	Employee Retention
GCB	:	Green Compensation & Benefit
GCO	:	Green Career Opportunities
GERL	:	Green Employee Relation
GJS	:	Green Job Satisfaction
GTD	:	Green Training & Development
GWLB	:	Green Work Life Balance
HRM	:	Human Resource Management
i.e.	:	That is
IBM	:	International Business Machine Corporation
MS. DO	:	Microsoft Disk Operating System
No.	:	Number
Res	:	Respondents
SEM	:	Structural Equation Modeling
SPSS	:	Statistical Package for Social Sciences
T.U.	:	Tribhuvan University
WHO	:	World Health Organization

ABSTRACT

This study examines green HRM practices and employee retention in Nepalese hotel industry. This study is based on descriptive research design and causal-comparative research design. 390 employees or respondents are taken as a sample of the study. Correlation and regression analysis is used to analyze the data. This study found that the effect of green compensation & benefit is the dominant element in this study. In other word, it is obvious that majority of the respondents agreed that green compensation & benefit is the factor highly affects their employee retention and they believe that their satisfaction level is also high. The correlation analysis shows that green training & development, green career opportunities have significant positive relationship with employee retention in Nepalese hotel industry. Similarly, green work life balance, green compensation & benefit, green employee relation and green job satisfaction have also significant positive association with employee retention in Nepalese hotel industry. The multiple regression analysis reveals that green training & development and green compensation & benefit have significant positive impact on employee retention in Nepalese hotel industry. Likewise, green career opportunities, green work life balance, green employee relation and green job satisfaction have significant positive effect on employee retention in Nepalese hotel industry. Therefore, this study concluded that the HR practices such as green career opportunities, green work life balance, green employee relation and green job satisfaction have significant influence on employee retention in Nepalese hotel industry.

Keywords: *Employees retention, green career opportunities, green training & development, green job satisfaction and green compensation & benefit*

CHAPTER - I

INTRODUCTION

1.1 Background of the Study

Nowadays, employee retention is one of the biggest problems that organizations face. It's critical for businesses to retain qualified employees. Since so many firms don't care, people frequently seize the opportunity to shift jobs when they see one. In this case, human resource techniques can help with employee retention. A company's human resources division is essential. HRM procedures have a significant influence on how workers see the organization, and they are far more beneficial to the business if the management motivates the workforce (Bekhit et al., 2023).

Many definitions of "human resources" currently include resource planning, employee relations, and the development and application of knowledge, skills, and competences at different levels in a hotel or other human system, in addition to the traditionally administrative personnel functions. Industrial/Organizational Psychology and System Theory are both applied in this discipline. Human resources have two or more context-related effects. Employers use employee retention as a strategy to keep their bright staff members on board for maximum output. Businesses have access to a wide range of HR solutions that can support employee retention. The goal of these tactics is to reduce turnover rates (Emmanuel et al., 2021).

Employee retention is the main problem with human resource management in the hotel sector. The ability of hotels to sustain innovative ideas, creativity, and flexible work arrangements will be essential elements of their sustained success. A hotel may have to pay a large amount of money for hiring, orientation, training, and supervision if its working conditions are insecure (Prabusankar, 2017). Having stable employees gives you a significant competitive edge.

Maintaining important employees is a crucial component of HRM. The first stage of the talent wars is to identify and select the best applicants; the second is to keep these individuals on board in order to meet the organization's demands for human resources. Employees with talent, motivation, and experience are essential to a company's survival, growth, and success. Every organization's most valuable asset is its core

workforce, or skilled labor force. The difficulty of attracting and retaining such experts is one of the major issues facing society today. Keeping turnover rates below industry averages while still achieving the goal is one of the most difficult things for companies to handle (Jam & Jamal, 2020).

Selecting the best applicants for the job and developing plans to keep them working for the hotel industry are essential elements of employee retention. It includes a variety of ideas and HR practices that should be seen as connected, such as giving hiring new employees the same priority as keeping current employees, especially those with highly sought-after skills that make them more valuable to the business and hard to find on the job market (Kossivi, Xu & Kalgora, 2016).

The legal and informal employment contracts, employee dedication, and organizational accountability are all impacted by changes in the economy. When employees quit after receiving all the necessary training, the hotels lose everything. The phrase "employee retention" refers to the variety of strategies employed to make sure a worker remains with a company for as long as is reasonably possible. Unhappiness at work is one of the main causes of employee attrition. This means that in order to address employee dissatisfaction, business managers must work very hard. Numerous HR solutions are available for businesses to select from in order to help with employee retention. Lowering turnover rates is the aim of these strategies. The term "employee retention" describes the strategies, tactics, or packages of activities that businesses do to retain their most talented employees on board for output. But because highly qualified workers are being drawn to numerous organizations at once with a range of incentives, new studies show that managers are finding it more difficult to hang onto them (Al-Hajri, 2020).

The hotel industry now employs far too few capable workers who can complete their work to the highest standards. As a result, companies that struggle to hold on to high-achieving workers will eventually have underemployed, underperforming workers, which will hurt their capacity to compete. In an increasingly uncertain environment, businesses in the industrial sector are finding it difficult to retain and inspire staff. Following an organizational transition, employee attention, confusion, and fixation on potential consequences typically result in a decline in retention rates. However, this

study aimed to analyze the factor affecting employee retention of Nepalese hotel industries.

1.2 Problem Statement

Msengeti and Obwogi (2015) found that the work environment had a large impact on employee retention, while salary had a weaker effect. Presbitero, Roxas and Chadee (2016) found a strong positive correlation between employee retention and compensation, training & development, and career advancement. Chalise (2019) stated there was a strong positive correlation between work-life policies and career possibilities and employee retention. Furthermore, this study confirms the strong impact of work-life policies and the lack of a substantial correlation with training and development initiatives. Chaudhary (2019) came to the conclusion that factors such as job security, pay management, opportunities for professional advancement, and work environment had a big influence on how long employees stayed on the job. Further, Fryea et al. (2019) concluded the work environment's moderating effect has a substantial impact on the retention of generation employees.

Islam et al. (2020) showed that the green involvement and green pay and reward only impact on reducing turnover intention of millennial while other GHRM practices did not have direct impact on turnover intention of millennial. Khan et al (2020) pointed out that the compensation and benefits along with growth opportunities play an important impact on the retention of employees. While there was no or very minimal association exists between training and development and work-life balance with retention of employees. Chawla and Singla (2021) indicated that organization culture and values, monetary rewards and incentives, learning and career growth, organization initiation, organizational leadership, work life balance and exit barriers had significant influence on retaining employees in Indian hospitality organizations.

Chatzoudes and Chatzoglou (2022) stated that the huge impact of employee commitment and job satisfaction on increasing the intention of employees to stay in the same company, while it also highlights the mechanism that impacts employee retention. Adeyefa et al. (2023) concluded that a significant positive influence of green recruitment and selection, green training and development, green pay and reward, green employee green relations and green health & safety on employee

retention except green performance and appraisal which is statistically positive but not significant. Rijal (2023) revealed that reward and benefits, organizational reputation and job prestige, the opportunity for career development and growth, and organizational process climate and work-life had a significant impact on employee retention. Employee retention is a major problem in today's hotel sector. Given that workers represent an industry's most valuable and significant asset, it makes logical to make every effort to retain them for as long as feasible. This is accurate given the severe loss and unjust situation that accompany an employee's departure from an organization. Nepalese workplaces frequently have high turnover, with the industrial sector seeing even higher rates. Even though this field is more professional than others, organizations nonetheless struggle with employee retention. The goal of this study is to assess the factors that, in the context of actuality, encourage higher retention rates in businesses. It is directed towards exploring the answers of following questions.

1. What are the factors of employee retention in Nepalese hotel industry?
2. What is the relation between employee retention and green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction in Nepalese hotel industry?
3. What is the impact of green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction on employee retention in Nepalese hotel industry?

1.3 Objectives of the Study

The general objective of the study is to investigate the HRM practice and employee retention of hotel industry in Nepal. The other specific objectives of this study are as follows:

1. To analyze the factors of employee retention in Nepalese hotel industry.
2. To assess the relation between employee retention and green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction in Nepalese hotel industry.

3. To examine the impact of green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction on employee retention in Nepalese hotel industry.

1.4 Research Hypotheses

The aforementioned study questions were divided into the following hypotheses. Therefore, the purpose of this study was to evaluate the following theories in relation to Nepal's hotel industry.

- i. H₁: There is significant effect of green training and development on employee retention in Nepalese hotel industry.
- ii. H₂: There is significant effect of green career opportunities on employee retention in Nepalese hotel industry.
- iii. H₃: There is significant effect of green work life balance on employee retention in Nepalese hotel industry.
- iv. H₄: There is significant effect of compensation and benefit on employee retention in Nepalese hotel industry.
- v. H₅: There is significant effect of green employee relation on employee retention in Nepalese hotel industry.
- vi. H₆: There is significant effect of green job satisfaction on employee retention in Nepalese hotel industry.

1.5 Rationale of the Study

The results of this type of survey will assist management in developing rules and procedures to thwart employees' plans to resign and in better understanding the motivations behind such intentions. The management would be able to assess how employee benefits impact retention and which benefits are most beneficial for particular employees. As a result, the business would function more effectively and establish itself in the very competitive sector it operates in.

This effort will teach workers in the public and commercial sectors how crucial it is to implement effective employee retention methods so they may keep using their qualified staff and produce better results. Both the researcher and the Human Resource and Administration Division would be very interested in the study. Better

management of employee perks and a relationship between them and employee retention would both eventually boost corporate productivity. It would also make it possible for other companies to identify retention strategies that encourage workers to put in more time and produce better work. Scholars may choose to base their research projects on the findings of this study. The research would increase our understanding of the subject. The study's findings will provide insight into how successful staff retention strategies are. The results would provide light on the most effective retention strategies and whether or not staff retention influences organizational success.

1.6 Limitations of the Study

The study has some limitations. The main limitations of the study are as follows:

- The reliability of the provided data and the respondents' sincere answers to the survey questions support the study's assumptions. Since the study solely looks into the factors influencing employee retention in the Nepalese hotel business, it excludes other HRM components.
- The hotel businesses' employees overall hotel industries are included in this study.
- The information provided by respondents may be skewed because some may not have been motivated to offer correct information.
- Because this study employs primary data instead of secondary data, its constraints might be different.
- Only green job satisfaction, green employee relations, green training & development, green career prospects, green work-life balance, green remuneration & benefits, and green employee relations are taken into account in this study among the green HRM variables.

CHAPTER - II

LITERATURE REVIEW

This chapter's main focus has been on the literature review relevant to employee retention in the Nepalese hotel industry. Every research effort begins with historical information and understanding; these form the study's basis. This chapter is crucial to the study since it aids in gathering sufficient feedback to expand the researcher's data and input. The research gap, the empirical review, and the theoretical review are the main topics of this chapter.

2.1 Theoretical Review

2.1.1 Theories of HR Practice and Employee Retention

Even though the specific tactics employed may vary from company to company, a review of the broad theories of HR practice and employee retention in this section can help to clarify how employee retention works in the hotel industry. Some of the important theories are employed in GHRM as follows;

2.1.1.1 The Decision Making Theory

In their explorations of organizational decision-making, a number of scholars have included early examples of the decision-making theory, including Simon (1960), Mintzberg, Raisinghani, and Theoret (1976), as well as more recent works by Miller, Hickson, and Wilson (2003). According to these scholars, one of the fundamental principles of organizational decision-making is that organizations make rational judgments, and that these rational decisions are essential to the efficient operation of organizations in their pursuit of higher performance (Miller et al., 2003). According to decision making theorists, choices are made while choosing a suggested course of action (Simon, 1960). The plan is to achieve the objectives for which the organizations were established. Iyayi (2002) highlighted a fundamental concept in decision-making is that decision-makers start the process when they feel compelled to take on a challenge or seize an opportunity.

Another fundamental presumption about decision-making in an organization, whether in the public or private sector, is that it is essential to both its idea and its goal (Miller et al., 2003). Therefore, whether an organization is in the public or private sector,

decision-making is crucial to its success. Furthermore, it suggests that a management group choice impacting one or more organizational elements will ultimately determine whether a firm succeeds or fails at any particular time.

Since an organization needs to make critical decisions in order to accomplish its goals and objectives, this idea was pertinent to the study. The decisions that must be made in this case include who should be employed, when to hire, how to hire competent individuals into an organization, and what to do with hired capable staff. Those in charge of managing the organization's management team are perceived as having an ongoing responsibility to make decisions in order to assist businesses in fulfilling their aspirations to offer superior services. Therefore, it is accepted as correct to say that decisions made by the management team from time to time on a certain aspect of the business's operations have a significant impact on the success of the company.

2.1.1.2 Two Factor Theory of Motivation

The primary framework for the study was the Two Factor Theory of Motivation developed by Herzbergs in 1968. Herzberg (1968) argued every employee has sanitary and motivating needs. Herzberg (1968) asserted that employees will remain in their existing roles as long as their requirements are met and they are motivated. Employees would leave your company if you failed to meet their needs. A person's degree of job satisfaction is impacted by factors pertaining to the nature of their employment. Herzberg (1968) found that the following aspects of the workplace were inadequate: corporate policy, supervision, working environment, interpersonal relationships, compensation, status, and security. They are not the same as motivators since they focus on the task's setting rather than the lab's substance (Armstrong, 2007).

An organization's attractiveness is derived from its capacity to offer top-notch perks to its workers, who in turn promote increased output to attain more flexibility and a competitive advantage while remaining inexpensive and sustainable. Guest (2006) argues that if businesses want to foster the commitment and motivation required for extraordinary performance, they would be better off emphasizing intrinsic satisfaction rather than extrinsic rewards. This entails rearranging positions so that workers are

challenged, feel fulfilled, and have learning opportunities. "Retention" refers to the ongoing relationship that an organization has with its employees. Employee loyalty increases and turnover expenses decrease when staff retention techniques are implemented effectively.

The two-factor theory was pertinent to the study since it advises managers to place a high priority on ensuring that cleanliness requirements are fulfilled in order to prevent disgruntled employees. If these managers wish to motivate their staff to put in more effort and do better work, they must ensure that they are happy and involved in what they are doing. This idea also emphasizes job enrichment as a means of inspiring employees. The position must make the most use of the worker's abilities and capabilities. By placing greater emphasis on the motivational elements, work quality and performance in the hotel industry may be enhanced.

2.1.1.3 Hierarchy of Needs Theory

Maslow's (1943) hierarchy of needs hypothesis divides employee needs into five ascending categories, starting with fundamental physiological needs and moving up to demands for both professional and personal development. This idea states that in order to reach the higher degree of satisfaction, one must first pass the lower degree. The argument is sound because it makes the case that if managers want to truly inspire their employees to dedicate themselves to their work goals, they must respond to all of their requirements. This idea states that if a worker's requirements are not met at any level of the hierarchy, they may not feel content with their position. As a result, the employee may try to satiate their needs independently, maybe by looking for a different employer that offers greater prospects. This approach ignores the idea that there is no end to human need and that companies can never satisfy all of their employees' wants. Some businesses continue to hire people from higher-paying positions. Given that there is no concrete proof that this is the pinnacle of fulfillment, human demands are consequently limitless. This argument therefore functioned as the impetus for the research since, as was previously mentioned, certain firms have highly compensated and motivated people who resign—as was the case with NBC employees.

2.1.1.4 Human Capital Theory

In a perfect labor market, diverse human capital has varied effects on employee retention. Becker (1962) argued that who developed the Human Capital Theory (HCT), employee retention is positively impacted by specific human capital, which is knowledge gained through education, training, and experience in a particular setting, but negatively impacted by general human capital, which is defined as total education and work experience.

Hatch and Dyer (2004) assert that this concept is crucial to contemporary staff learning since it demonstrates how training expenses can raise staff competency and knowledge. This description lists formal training, work experience, job instruction, and on-the-job training as modes of training (Miller et al., 2015). Any business can increase profitability by increasing productivity using company-specific human resources. Stated differently, it recommends training strategies that are beneficial to the business.

2.1.2 Factor Affecting Green Employee Retention

If a sizable portion of the workforce leaves, there may be a problem. In such case, the company should look into the causes and take appropriate action. This leads to the creation of several studies and the examination of their diverse components. For example, the research conducted by Mathis and Jackson (2010) and Mehta et al. (2014) exposed the truths and common misperceptions regarding the management and HR-related aspects that contribute to green employee retention. This entails having clear objectives, effective administration, good managerial handling, constructive organizational viewpoints, and superior organizational leadership. A green work-life balance role, green incentives and perks, green performance, green career development and training opportunities, and green company policies and practices are all included.

Other researchers, including Ing-Chung et al. (2006), Maqsood et al. (2015), and Chowdhury, Al and Nazmul (2017), have reached similar conclusions. A few of the influencing factors that these researchers identified are the hiring practices, green compensation, green job security, green training and development opportunities,

green supervisor support, green career advancement opportunities, green work environment, green optimal career advancement opportunities, autonomy, green recognition, green communication, and green corporate justice.

It is clear that research has identified a number of elements, ranging in degree of influence, that impact green staff retention. This suggests that opinions may differ about which green HR tactics are best to use in an effort to retain a devoted employee. This also depends on the green employer's attention to detail and judgment regarding the elements that are most suited for her/his firm; however, the hiring process is the first step in building a strong, dedicated workforce, with the ultimate goal being their retention (Mehta et al., 2014). By carefully analyzing a few crucial elements of green human resources (HR), such as green work-life balance, green career development, green pay, and green work environment, this research seeks to give a better understanding.

2.1.2.1 Green Training and Development

Ahmad (2015) stated that there is a positive relationship between green training and development and employee retention that improves a worker's ability to handle a range of environmental issues. Benson (2006) found that providing on-the-job training and orientation opportunities for new workers reduced the intention of turnover. Armstrong-Stassen and Ursel (2009) mentioned that effective green career satisfaction had an effect on retention among older workers. When it comes to green training and development, these procedures have to focus on and accommodate the needs of older personnel. Further, Presbitero, Roxas, and Chadee (2016) found a strong positive correlation between training and development and the retention of green employees. Govil (2014) stated that the goal of a green training program is to retain green employees while improving their existing job performance.

2.1.2.2 Green Work Life Balance

Green work-life balance has grown in importance as a component of an organization's talent retention strategy. Organizations that implement green work-life balance programs see increased productivity, less employee turnover, and increased employee commitment (Chaudhary, 2019). According to Maxwell (2005), managers' green work-life balance (WLB) programs increase the retention of green employees.

Additionally, Kar and Misra (2013) discovered a strong correlation between green staff retention and work-life balance techniques. Presbitero et al. (2016) defined "green work-life balance" refers to the idea that certain workers are willing to forgo some level of success in their careers in order to make more time for other aspects of their lives. Darcy and McCarthy (2007) noted that job stress and responsibility have a big impact on an employee's employment, which in turn affects their decision to leave a company. As a result, the turnover rate varies when employees decide to quit.

2.1.2.3 Green Career Development

Retaining green employees requires positive green career and developmental development (Chahal & Poonam, 2017). Miller and Wheeler (1992) found that employees stay with an organization for a longer period of time when given enough possibilities for advancement. Arnold (2005) observed that providing employees with chances for green learning and development enhanced the retention of green personnel. Walsh and Taylor (2007) stated that in order to stay longer in a certain business, employees require growth possibilities through demanding work. Govaerts et al. (2011) concluded that workers who perceive a favorable work environment typically put in more hours.

2.1.2.4 Green Compensation

Maqsood et al. (2015) stated that green pay or salary is the main determinant in green personnel retention. Hytter (2007) established that monetary rewards had an indirect effect on retention, Hausknecht et al. (2009) suggested extrinsic rewards, such as pay and other perks, as one of the retention drivers. Baron and Hannan (2002) suggested that wage choices should be transparent as this is essential to retention. More specifically, Adeyefa et al. (2023) found that remuneration is one of the most important and successful human resource policies that favorably influences employee retention. Kossivi et al. (2016) add that although pay may contribute to employee dissatisfaction and/or be a factor in their departure if it isn't fair and equal, it shouldn't be seen as a retention issue.

2.1.2.5 Green Employee Relations (GER)

Deepika and Karpagam (2016) argued that employee involvement in green projects is likely to boost the efficacy of green management methods. As a result, businesses

have to value creating a green workplace culture that motivates staff members to support environmental projects by making conscious choices and behaviors. Adeyefa et al. (2023) concluded there is a noteworthy positive correlation between green employee relations and green staff retention in hotels. Aremu and Adepoju (2022) found there is a significant positive correlation between green employee retention and sociability.

2.1.2.6 Green Job Satisfaction

Fauzi et al. (2013) argued there is a consistent positive correlation between green job satisfaction and employee retention. Employees who are content with their working hours, green work environment, and overall job qualities are less likely to leave the firm. Positive response to job retention is green job satisfaction. It represents a worker's response to their work experience (Berry, 1997). Green employee happiness and retention are seen as the cornerstones of a successful business (Osteraker, 1999). Green work satisfaction, green organizational effectiveness, and green staff retention are positively correlated in a measurable way. Chatzoudes and Chatzoglou (2022) said that a high level of green work satisfaction would effectively support the achievement of corporate goals. On the other hand, a low degree of green work satisfaction poses a risk that might either swiftly or gradually cause the organization's demise. Rijal (2023) stated that there is a strong and positive correlation between green staff retention and green work satisfaction.

2.2 Empirical Review

Adeyefa et al. (2023) examined influence of green human resource management practices on employee retention in the hotel. This study evaluated the effects of green human resource practices (GHRM) in order to look at staff retention rates in the hotel industry. The findings showed that compared to other approaches, GRS offers a greater RII for employee retention. According to this study, GRS is the best GHRM strategy for raising employee retention rates in the hospitality industry. Additionally, the SEM results show that all independent variables aside from GPR, which is statistically positive but not significant have a significant positive impact on staff retention.

Hussain et al. (2023) investigated impact of green HRM practices on organizational sustainability and employee retention: evidence from the SMES' sector of Bahawalpur. The purpose of this study was to ascertain how Green HRM practices affected employee retention and organizational sustainability using data from Pakistan's SMEs in Bahawalpur. Ultimately, the findings of this study showed that green HRM practices have a major influence on employee retention and organizational sustainability. Time restraints and the restricted availability of data have hindered the investigation. In order to determine the effects of green practices on organizational sustainability and employee retention, more research may be done in a variety of settings, including hospitals, the food industry, and business institutions.

Bekhit et al. (2023) examined the impact of green human resource management practices on employee retention and environmental sustainability: a conceptual model. This study examined the effects of green human resource management (GHRM) strategies on environmental sustainability (ES) and employee retention (ER) in Egypt's automotive sector. Another objective of the study is to look at the factors that can help or hinder the Egyptian automotive sector's adoption of GHRM practices. The only element that significantly affected ER was GRB. Significant positive correlations were found between ES, GTD, and GRS. GRB had the most effect on ES, while GRS had the least. It is evident that GRB is the single most crucial element in supporting a sustainable culture within Egyptian auto companies and keeping skilled workers.

Audu et al. (2023) examined green human resource management practices and employees retention in hospitality industry, Kogi State, Nigeria. The primary aim of the research was to assess the ways in which Kogi State's hospitality companies use green hiring, green training, and green pay to keep their staff members. The study found a statistically significant positive relationship between employee retention in Kogi State, Nigeria's hotel industry and green HR practices.

Rijal (2023) analyzed factors influencing employee retention in the Nepalese tourism and hospitality sector. The purpose of this study was to investigate several aspects of employee retention in the tourist and hospitality industry within the framework of Nepal. The main conclusions of the study showed that age group, duration of work experience, and position all had a substantial impact on worker retention in the travel

and hospitality industry. The study came to the conclusion that factors that significantly impacted employee retention were compensation and benefits, job prestige and organizational repute, opportunities for professional advancement, organizational process atmosphere, and work-life balance.

Akpa et al. (2022) investigated effect of green human resource management practices and green work life balance on employee retention in selected hospitality firms in Lagos and Ogun states, Nigeria. The main objective of the study was to look at how green HRM practices and work-life balance affected employee retention in a sample of Nigerian hospitality businesses in Lagos and Ogun States. The study found that green work-life balance (green performance management, green employee relations, green disciplinary management, and work-family and work-health balance) and green employee relations had a significant and positive impact on employee retention in hospitality firms in Lagos and Ogun states, Nigeria.

Chatzoudes and Chatzoglou (2022) investigated factors affecting employee retention: proposing an original conceptual framework. The current empirical study set out to investigate the variables that influence European employees' desire to leave, with a particular focus on the mediating effect of working circumstances. The study, among other things, emphasizes the significant influence that work satisfaction and employee commitment have on employees' intentions to remain with the same firm, as well as the mechanisms that affect employee retention.

Aremu and Adepoju (2022) investigated green human resource management practices and employee retention: an empirical evidence from Nigerian foods and beverages industry. This study examined how certain food and beverage companies in Southwest Nigeria retained their staff in relation to green HR practices. The findings indicated that while green recruitment and selection had little bearing on employee retention, employee socialization, green ethic management, green reward systems, green health and safety, and green remote staffing had a substantial impact. According to the study's findings, adopting and putting into practice green HRM practices is a wise retention approach that can help food and beverage companies both retain their workforce and advance environmental sustainability.

Emmanuel et al. (2021) examined mediating role of empowerment on green human resource management practices and employee retention in the Nigerian hotel industry. This study sought to shed light on the implementation of GHRM practices in Nigerian hotels in order to enhance staff retention. The findings demonstrated that employee empowerment, green training and development, green recruitment and selection, and green personal values (GPV) all had favorable and noteworthy effects on employee retention. Furthermore, the impacts of GTD and all other previously indicated factors on employee retention are moderated by employee empowerment.

Chawla and Singla (2021) investigated factors affecting employee retention strategies hospitality sector. The purpose of this study was to determine the variables influencing employee retention tactics in the Indian hotel industry. The study's conclusions showed that a number of factors, including work-life balance, organizational leadership, financial incentives and rewards, learning and career advancement, organizational initiation, organizational culture and values, and exit barriers, had a major impact on keeping employees in Indian hospitality organizations.

Yoganathan et al. (2020) analyzed the impact of green human resource practices on employee retention: with special reference to regional tea plantation companies in Badulla District. The primary objective of the study was to investigate the effect of green human resources practices (GHRP) on employee retention with a focus on nearby tea plantation enterprises in the Badulla district. The test findings show that all of the independent factors and employee retention have a positive and comparatively high correlation. The coefficient of determination value indicates that GHRP, as well as incentives, recognition, and remuneration, have a bigger impact on staff retention than employee relations. Based on the P-value analysis, the null hypothesis was rejected and all alternative hypotheses were accepted.

Islam et al. (2020) analyzed green human resource management (GHRM) practices and millennial employees' turnover intentions in tourism industry in Malaysia: Moderating role of work environment. This study examined the function of green human resource management (GHRM) techniques, including green performance management, green recruitment and selection, green training, green involvement, and

green rewards. It also focused on the intention of millennial employees working in 3-, 4-, and 5-star hotels to leave their jobs. This study shows that green engagement, green remuneration, and green incentives only have a negative impact on millennial turnover intentions; other GHRM practices have no direct effect on millennial turnover intentions. Surprisingly, this study reveals no proof that the work environment has a moderating effect on the relationship between GHRM policies and millennial employees' propensity to quit Malaysian hotels.

Jam and Jamal (2020) analyzed impact of green human resources management practices on organizational sustainability and employee retention: an empirical study related to educational institutions. The purpose of this study was to determine how green HRM practices affected the organizational sustainability and employee retention of South Punjab, Pakistan's educational institutions. Green human resource management (HRM) encompasses all management strategies, tactics, and protocols that leverage organizational resources to promote environmental and organizational sustainability. According to the overall results, South Punjab's educational institutions' organizational sustainability and staff retention are greatly impacted by green HRM methods.

Al-Hajri (2020) analyzed employee retention in light of green HRM practices through the intervening role of work engagement. The current study examined the connection between employee retention in Oman's pharmaceutical sector and green HRM practices. The study's conclusions demonstrated an insignificant but positive correlation between green HRM practices and staff retention. Nonetheless, the study discovered a strong correlation between job engagement and employee retention and green HRM practices. The study also discussed how work engagement influences the relationship between green HRM and employee retention. The study's conclusions have made theoretical and practical contributions.

Khan et al. (2020) examined causes which affect employee retention in banking sector and demonstrated that opportunities for professional growth, in addition to salary and perks, have a big impact on keeping employees on board. However, there was little to no association seen between training and development, work-life balance, and employee retention.

Chaudhary (2019) investigated factors associated with employees retention: a study of Nepalese banking sectors. The primary aim of the research was to examine the variables related to the problems with employee retention at Nepal Investment Bank Limited and Himalayan Bank Limited, both situated in the Kathmandu Valley. The study's findings demonstrated the important relationship and influence that the work environment, opportunities for career advancement, pay management, and job security had on employees' retention in Kathmandu's NIBL and HBL. It is advised that plans for work-life balance and improved career planning for staff members be increased in order to establish the stability of workers in the banking industry.

Chalise (2019) investigated employee retention in Nepalese commercial banks. The primary goal of the research was to examine the variables that affect staff retention in Nepalese commercial banks. Employee retention is considered an independent variable in the study, whereas career opportunities, training and development, and work-life policies are considered dependent variables. The findings indicated a strong positive correlation between work-life policies and career possibilities and employee retention. Furthermore, this study confirms the strong impact of work-life policies and the lack of a substantial correlation with training and development initiatives in Nepalese commercial banks.

Fryea et al. (2019) investigated what factors influence Generation Y's employee retention in the hospitality industry?: an internal marketing approach. This study was intended to investigate the factors that influence a Gen Y worker's decision to stick with a hospitality company in terms of internal marketing strategies. The study's findings showed that the "work environment" had the biggest impact on the job satisfaction of Generation Y workers, followed by "empowerment," "pay," and "relationships with managers." These factors then have an impact on "employee commitment" and "intention to remain in the hospitality business." There is a discussion of the study's ramifications.

Presbitero, Roxas and Chadee (2016) examined looking beyond HRM practices in enhancing employee retention in BPOs: focus on employee-organization value fit. The main objective of this research was to explore alternatives to conventional HRM techniques for improving employee retention in Philippine BPOs. The findings

demonstrated that the impacts of HRM policies on employee retention are positively and partially mediated by the match between employee and organizational values. Employee retention at US-owned BPOs, however, was shown to be negatively impacted by employee organization value clash. HRM methods can be strategically employed to increase the employee organization value fit to improve retention, as employees are less likely to leave when they share similar values with their employers. There is a thorough discussion of how the findings affect HR managers of BPOs in developing nations.

Msengeti and Obwogi (2015) analyzed effects of pay and work environment on employee retention: a study of hotel industry in Mombasa County. The purpose of this study was to determine how compensation and workplace conditions affected workers' retention in Mombasa County's hotel industry. The work environment had a considerable impact on employee retention, whereas salary had a little effect, according to the findings. Employers in the sector were advised to reassess their pay practices in order to stay competitive, even if the results clearly showed that work environment has a significant impact on employee retention.

Table 1

Summary of Empirical Review

S. N.	Author/ Date	Title	Variables	Methodology	Major findings
1	Adeyefa, A. E., Adedipe, A., Adebayo, I.N. & Adesuyan, A.J. (2023).	Influence of green human resource management practices on employee retention in the hotel.	Dep. = Employee retention Indep. = Green recruitment & selection, green training & development, green performance & appraisal, green pay & reward, employee green relation and employee health & safety	This study utilized a combined method of Structural Equation Modeling (SEM) and Relative Importance Index (RII) to measure the efficiency of GHRM practices	The findings showed that compared to other approaches, GRS offers a greater RII for employees retention. According to this study, GRS is the best GHRM strategy for raising employee retention rates in the hospitality industry. Additionally, the SEM results showed that all independent variables aside from GPR, which is statistically positive but not significant have a significant positive impact on employee retention.
2	Hussain, S. E., Mumtaz, R., Khan,	Impact of green HRM practices on organizationa	Dep. = Employee retention Indep. = Green training & development,	The System educational model adopted for the data analysis and	This study showed that green HRM practices had a major influence on employee retention and organizational sustainability. Time restraints

	S. S., Fatima, E., & Shahid, M. N. (2023).	l sustainability and employee retention: Evidence from the SMES' sector of Bahawalpur.	green rewards & compensation, green manager involvement, green employee empowerment & participation and green performance management & evaluation.	interpretation done on SMART PSL 4.	and the restricted availability of data had hindered the investigation. In order to determine the effects of green practices on organizational sustainability and employee retention,
3	Bekhit, K. E., Leithy, W. E., & Mahmoud, A. (2023).	The impact of green human resource management practices on employee retention and environmental sustainability : A conceptual model.	Dep. = Employee retention Indep. = Green recruitment & selection, green training & development and green rewards & benefits.	Multiple regression models were used to establish the relationship between the independent variables and the- dependent variables shown in the models.	The only element that significantly affected ER was GRB. Significant positive correlations were found between ES, GTD, and GRS. GRB had the most effect on ES, while GRS had the least. It is evident that GRB is the single most crucial element in supporting a sustainable culture within Egyptian auto companies and keeping skilled workers.
4	Audu, S., Odekina, F. A., & Obioru, J. I. (2023).	Green human resource management practices and employees retention in hospitality industry, Kogi State, Nigeria.	Dep. = Employee retention Indep. = Green recruitment, green training and green compensation.	The data were analyzed using simple percentages and mean and hypotheses tested using multiple regression.	The study found a statistically significant positive relationship between employee retention in Kogi State, Nigeria's hotel industry and green HR practices.
5	Rijal, R. (2023).	Factors influencing employee retention in the Nepalese tourism and hospitality sector.	Dep. = Employee retention Indep. = HR practice, working condition, mission & orientation, employee commitment and job satisfaction.	This study used both descriptive and inferential analyses to analyze the data.	The study came to the conclusion that factors that significantly impacted employee retention were compensation and benefits, job prestige and organizational reput, opportunities for professional advancement, organizational process atmosphere, and work-life balance.
6	Akpa, V. O., Mowaiye, B., Akinlabi, B. H., &	Effect of green human resource management practices and green work	Dep. = Employee retention Indep. = Green employee performance management,	The data collected through the primary sources (questionnaire)	The study found that green work-life balance (green performance management, green employee relations, green disciplinary management, and work-family and work-health

	Magaji, N. (2022).	life balance on employee retention in selected hospitality firms in Lagos and Ogun states, Nigeria.	green employee relation, green discipline management, work-family balance, work health balance	were analyzed using inferential statistics employing regression analysis.	balance) and green employee relations had a significant and positive impact on employee retention in hospitality firms in Lagos and Ogun states, Nigeria.
7	Chatzoudes, D., & Chatzoglou, P. (2022).	Factors affecting employee retention: Proposing an original conceptual framework,	Dep. = Employee retention Indep. = HR practice, working condition, mission & orientation, employee commitment and job satisfaction.	This study used correlation and multiple regression analysis to analyze the data.	The study, among other things, emphasizes the significant influence that work satisfaction and employee commitment have on employees' intentions to remain with the same firm, as well as the mechanisms that affect employee retention.
8	Aremu, A. B., & Adepoju, O. O. (2022).	Green human resource management practices and employee retention: An empirical evidence from Nigerian foods and beverages industry.	Dep. = Employee retention Indep. = Green recruitment & selection, green employee socialization, green ethics management, green reward system, green health & safety and green employee remote staffing.	Data were analyzed using Pearson correlation and structural equation modeling (SEM).	The findings indicated that while green recruitment and selection had little bearing on employee retention, employee socialization, green ethic management, green reward systems, green health and safety, and green remote staffing had a substantial impact.
9	Emmanuel, A. A., Mansor, Z. D., Rasdi, R. B. M., Abdullah, A. R., & Hossan, D. (2021).	Mediating role of empowerment on green human resource management practices and employee retention in the Nigerian hotel industry.	Dep. = Employee retention Indep. = Employee empowerment, green training & development, green personal values and green recruitment & selection.	Data were coded in SPSS23 and analyzed using PLS-SEM 3.0.	The findings demonstrated that employee empowerment, green training and development, green recruitment and selection, and green personal values (GPV) all had favorable and noteworthy effects on employee retention. Furthermore, the impacts of GTD and all other previously indicated factors on employee retention are moderated by employee empowerment.
10	Chawla, S., & Singla, J. (2021).	Factors affecting employee retention strategies	Dep. = Employee retention Indep. = Learning & career growth,	The confirmatory factor analysis method was used to analyze	This study showed that a number of factors, including work-life balance, organizational leadership, financial incentives and

		hospitality sector.	organization culture & values, monetary reward & incentives, organization initiation, organizational leadership, exist barriers and work life balance.	the responses received from the employees	rewards, learning and career advancement, organizational initiation, organizational culture and values, and exit barriers, had a major impact on keeping employees in Indian hospitality organizations.
11	Yoganathan, R., Siyambalapatiya, J., Rajapaksha, R. M. M. C. (2020).	The impact of green human resource practices on employee retention: with special reference to regional tea plantation companies in Badulla District.	Dep. = Employee turnover Indep. = Rewards & recognition, employee relation and compensation	This study used simple regression analysis to analyze the data.	This study showed that all of the independent factors and employee retention had a positive and comparatively high correlation. The coefficient of determination value indicates that GHRP, as well as incentives, recognition, and remuneration, had a bigger impact on staff retention than employee relations.
14	Islam, M. A., Jantan, A. H., Yusoff, Y. M., Chong, C. W., & Hossain, M. S. (2020).	Green human resource management (GHRM) practices and millennial employees' turnover intentions in tourism industry in Malaysia: Moderating role of work environment.	Dep. = Employee turnover Indep. = Green recruitment and selection, green training, green performance management, green involvement, green involvement, green pay and reward and green working environment.	Analysis of the data through partial least squares structural equation modeling	This study showed that green engagement, green remuneration, and green incentives only had a negative impact on millennial turnover intentions; other GHRM practices had no direct effect on millennial turnover intentions. Surprisingly, this study revealed no proof that the work environment had a moderating effect on the relationship between GHRM policies and millennial employees' propensity to quit Malaysian hotels.
12	Jam, M., & Jamal, W. N. (2020).	Impact of green human resources management practices on organizational sustainability and employee retention: An empirical	Dep. = Employee turnover Indep. = Recruitment, training & development, reward & remuneration and performance evaluation.	This study used multiple regression analysis to analyze the data.	The overall findings state that green HRM practices (Recruitment, training & development, reward & remuneration and performance evaluation) significantly impact the organizational sustainability and employee retention of South Punjab's educational institutions.

		study related to educational institutions.			
13	Al-Hajri, S. A. (2020).	Employee retention in light of green HRM practices through the intervening role of work engagement.	Dep. = Employee turnover Indep. = Green recruitment and selection, green training, green performance management, green involvement, green involvement, green pay and reward and green working environment.	Structural equation modeling via Smart PLS 3.2.8 was employed to test the proposed model.	This study found an insignificant but positive correlation between green HRM practices and employee retention. Nonetheless, the study discovered a strong correlation between job engagement and employee retention and green HRM practices.
15	Khan, W. K., Atif, M., Idrees, M., Ali, B., & Roman, M. (2020).	Causes which affect employee retention in banking sector: An empirical study in the context of Pakistan.	Dep. = Employee retention Indep. = Compensation & benefits, growth opportunities, training & development and work life balance.	Different statistical tests were applied for identifying the relationship between dependent and independent variables. Regression and correlation analysis was conducted.	This study found that opportunities for professional growth, in addition to salary and perks, have a big impact on keeping employees on board. However, there was little to no association seen between training and development, work-life balance, and employee retention.
16	Chaudhary, M. K. (2019).	Factors associated with employees retention: a study of Nepalese banking sectors.	Dep. = Employee retention Indep. = Career growth and development, compensation, job security, workplace environment.	The collected data are analyzed using descriptive statistics and regression analysis.	This study found that the important relationship and influence that the work environment, opportunities for career advancement, pay management, and job security had on employees' retention in Kathmandu's NIBL and HBL.
17	Chalise, D. R. (2019).	Employee retention in Nepalese commercial banks.	Dep. = Employee retention Indep. = Training & development, career opportunities and work life policies.	The collected data were analyzed through correlation, regression and coefficient analysis to establish the relationship between the dependent and	The findings indicated a strong positive correlation between work-life policies and career possibilities and employee retention. Furthermore, this study confirms the strong impact of work-life policies and the lack of a significant correlation with training and development initiatives in Nepalese commercial banks.

18	Fryea, W. D., Kangb, S., Huhc, C., & Lee, M. J. (2019).	What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach.	Dep. = Employee retention Indep. = Empowerment, work environment, relationships with managers, pay, job satisfaction and employee commitment.	independent variables. A theoretically proposed model was tested using structural equation modeling.	This study showed that the "work environment" had the biggest impact on the job satisfaction of Generation Y workers, followed by "empowerment," "pay," and "relationships with managers." These factors then have an impact on "employee commitment" and "intention to remain in the hospitality business."
19	Presbitero, A., Roxas, B., & Chadee, D. (2016).	Looking beyond HRM practices in enhancing employee retention in BPOs: Focus on employee-organization value fit.	Dep. = Employee retention Indep. = Remuneration, training & development, career development, work-life balance.	This study tested hypothesis using structural equation modeling on a sample of 258 employees in business process outsourcing (BPO) firms in the Philippines.	The findings showed that the impacts of HRM policies on employee retention are positively and partially mediated by the match between employee and organizational values. Employee retention at US-owned BPOs, however, was shown to be negatively impacted by employee organization value clash
20	Msengeti, D. M., & Obwogi, J. (2015).	Effects of pay and work environment on employee retention: A study of hotel industry in Mombasa County.	Dep. = Employee retention Indep. = Pay and work environment.	The study used correlation and multiple regression analysis to analyze the data.	This study found that work environment had a significant impact on employee retention, whereas salary had a little effect. Employers in the sector were advised to reassess their pay practices in order to stay competitive, even if the results clearly showed that work environment had a significant impact on employee retention.

2.3 Research Gap

Research gap refers to the gap between previous research and this research. Employee turnover, as opposed to employee retention, has been the focus of numerous studies throughout the years. This is rather normal in the context of Nepal. Because employee turnover has an inverse relationship with staff retention, studies on the subject were considered in this portion of the review. This is because addressing employee turnover concerns affects the organization's ability to keep workers, and vice versa. Unlike the few studies carried out in their own countries, research from other nations

typically made an attempt to disclose and forward a variety of pertinent discoveries in the area of employee retention. Nonetheless, there was ambiguity or contradiction in the results on the elements that affect employee retention. They are unable to provide a tried-and-true set of trends, techniques, or employee retention criteria. Applying this to the Nepalese context, where there are scant or nonexistent studies available, it is imperative to carry out a research in a non-financial institution in order to identify the variables that affect employee retention. To back-up this gap, this study therefore, investigate the impact of importance factors such as green training and development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and job satisfaction on employee retention focusing on the Nepalese hotel industry.

CHAPTER - III

RESEARCH METHODOLOGY

The systematic collecting, analysis, interpretation, and reporting of data relevant to different facts of a topic under inquiry constitute the research technique. The research approach's methodology and strategies are described in depth for each study component. This chapter describes research design, population and sample, and sampling design, nature and sources of data, method of analysis and research framework and definition of variables.

3.1 Research Design

This study is based on descriptive research design and causal-comparative research design to deal with fundamental issues associated with the HRM practices and employee retention in Nepalese hotel industry. This study adopts descriptive research design to analyze the factors of employee retention in hotel business. Causal-comparative design is used to find the cause and effect of relationship between different factors and employee retention.

3.2 Population and Sample, and Sampling Design

A population consists of all the cases or members of a group. The sample is a portion of the general population that has been chosen by the researcher to take part in the study. There are 18 five-star hotels, including 1 five-star deluxe, in Nepal (Hotel Association Nepal, 2024). So, all the employees of five-star hotels are the total population. However, a total of 500 questionnaires distributed to the employees which are executive, managerial, officers and assistant level of these five-star hotels. Out of them, 410 questionnaires returned but 20 questionnaires were errors. So, the sample size of the study is 390 employees who are working in hotel business within Kathmandu Valley are taken as a sample in this study. The sampling technique for the study followed non-probability sampling technique i.e. convenience sampling because the researcher has chosen those respondents to reach and get in touch with. So, it is easy way to get information easy way to get information compared to other sampling methods.

3.3 Nature and Sources of Data, and Instrument of Data Collection

The primary data were used to extract the information from the employees regarding the perception of employees on the existing factors and its impact on employee retention in Nepalese hotel industries. Structured set of 5 point likert Scale questionnaires were distributed to the employees of the hotel business.

3.4 Method of Analysis

Several statistical methods were used in the investigation. The following subsections discuss the statistical instruments that were employed in this write-what statistical study to evaluate the data findings:

Mean

The mean, which is obtained by dividing the total number of values by the number of values, is the arithmetic mean of a range of values or quantities. It alludes to the average that is examined or utilized to determine the data's central tendency. A widely used and easily understood metric of central tendency is the arithmetic mean. To find it, tally up all of the population's data points, then divide the total by the number point. The mean is computed in this study to determine the average of the respondents' answers to the various variables in the Likert scale question. On all samples, the mean value of the answers to the Likert scale question is computed.

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

Where,

$\sum X$ = Value of responses of each independent or dependent variable

n = No. of statements

Standard Deviation

The standard deviation, which measures dispersion, is used to express how much a set of data values vary or are dispersed. The positive square root of variance is one way to define it. One helpful characteristic of the standard deviation is that, in contrast to variance, it has the same units of measurement as the data. There is a larger deviation within the data set if the data points deviate further from the mean. Therefore, the standard deviation increases with data spread. The standard deviation is computed for each sample in this study based on the Likert scale responses.

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

Where,

X = Value of responses of each dependent or independent variable

\bar{X} = Mean value of responses of each dependent or independent variable

n = No. of responses

Variance

Variance is a measure of the variation in numbers within a set of data. The variance of a set shows how far each number deviates from the mean. The Likert scale responses for each sample in this study are computed to determine the variance. Variance is a statistical measure of how much a set of data differs from each other. Variance is used in statistics to quantify the deviation from a mean or average, and it's used in probability distribution.

ANOVA

ANOVA, or analysis of variance, is a series of statistical models and the corresponding estimate techniques that are used to examine how group averages in a sample differ from one another. ANOVA is used to examine overall differences in means as opposed to particular ones. In its most basic version, an ANOVA expands the scope of the t-test to include more than two groups and offers a statistical test to determine if the population means of many groups are equal. In theory, it is comparable to several two-sample t-tests. The Fisher analysis of variance is another name for this test. It is employed to determine whether or not the dependent and independent variables have a meaningful connection.

Correlation Coefficient (r)

The correlation coefficient shows how one independent variable and another independent variable are related. It is a method for determining the relationship between these two variables. When there is a substantial correlation between the two variables—that is, when changes in the value of the independent variable also have an impact on the value of the dependent variable—there is a correlation coefficient. Correlation is estimated for Likert scale responses in order to ascertain the degree of

association between independent and dependent variables for each sample in this study.

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

Where,

X = Value of independent variable

Y = Value of dependent variable

n = Number of responses

Regression

Regression is one statistical method used to evaluate the degree of a relationship between one dependent variable and one or more independent variables. It includes a wide range of techniques for analyzing and modeling several variables to find their relationships. Based on Likert scale responses, regression analysis is utilized in this study to ascertain the direction of the connection between the independent and dependent variables for each sample. The theoretical model for the relationship is formulated as equation below:

$$ER = \beta_0 + \beta_1GTD + \beta_2GCO + \beta_3GWL B + \beta_4C\&B + \beta_5GER + \beta_6GJS + \varepsilon$$

Where,

ER= Employee Retention

GTD= Green Training & Development

GCO= Green Career Opportunities

GWL B= Green Work Life Balance

GCB= Green Compensation & Benefit

GER= Green Employee Relation

GJS= Green Job Satisfaction

β_0 = The intercept (constant)

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$ = Coefficient of variables

ε = Error term.

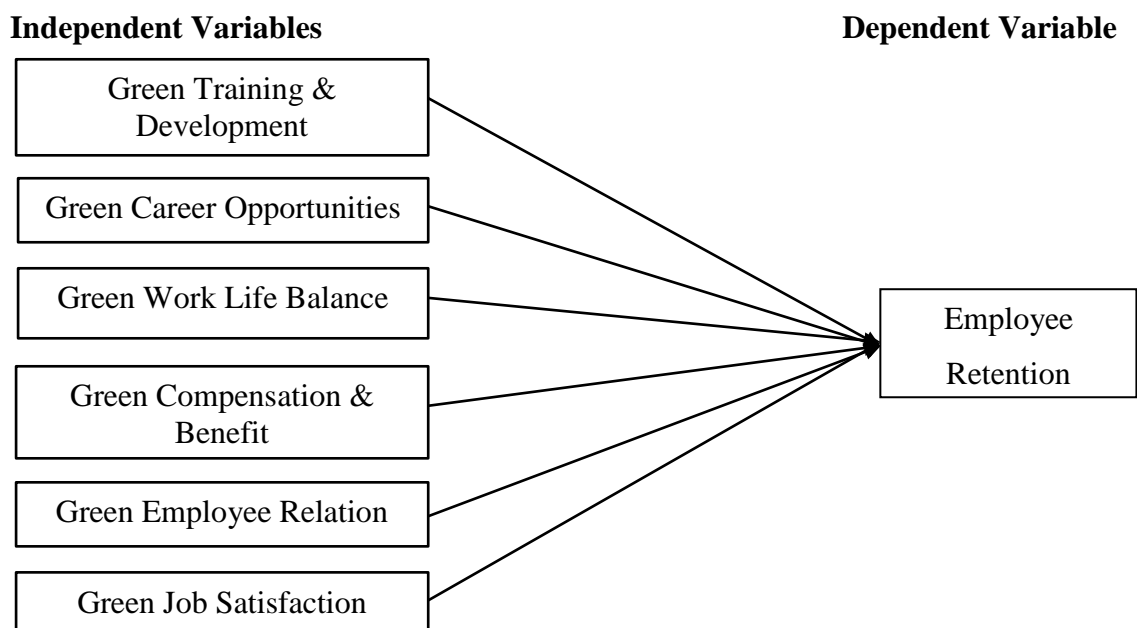
3.5 Instrumentations

Green career opportunities have measured using five point likert scale questionnaires with seven items developed by Chalise (2019) in Nepalese context.

At the same time, green training and development has measured using five point likert scale questionnaires with six items developed by Adeyefa (2023) in the Nigerian context. The respondents regarding to the explanatory variable i.e. work life balance in five point likert scale question with four items is developed by Chawla and Singla (2021) in Indian context. As regards green compensation and benefit, it has measured using five point likert scale questionnaires with eight items developed by Rijal (2023) in Nepalese context. Further, green employee relation has measured using five point likert scale questionnaires with five items developed by Aremu and Adepoju (2022) in African context. Then, green job satisfaction has measured using five point likert scale questionnaires with six items developed by Chatzoudes and Chatzoglou (2022) in Greece context.

3.6 Research Framework and Definition of the Variables

From the theoretical and empirical literature reviews, the following research framework of the study is developed by the researcher.



Source: Chalise (2019); Frye et al. (2019); Islam et al. (2020); Aremu and Adepoju (2022)

Figure 1 Research Framework of the Study

Independent Variables

Green Training and Development

The continuous objective of green training and development, or T&D, is to increase employee capabilities. While development is learning that is more long-term in nature and goes beyond what is required for a profession today, training refers to activities that provide students with the knowledge and skills necessary for their present tasks (Mondey & Noe, 2006). Adeyefa (2023) found that green training and development had significant positive impact on employee retention in the hotel. Likewise, Presbitero, Roxas and Chadee (2016) concluded that green training and development had significant positive impact on green employee retention

Green Career Opportunities

Chaudhary (2019) expressed that the strategic alignment of green career goals and career opportunities is a key to the career planning of employees. Chawla and Singla (2021) suggested that the green career development is associated with the individual's perceptions and behaviors towards professional commitment. Chalise (2019) showed a significant positive relationship between green career opportunities and green employee retention.

Green Work Life Balance

Green work-life balance is the process of finding a balance between an employee's personal and professional responsibilities. Enhancing work-life balance ensures a healthy, environmentally friendly workplace that supports employees' wellbeing. In order to provide their employees with a comfortable work environment and optimize their performance, companies strive to maintain a green work-life balance (Presbitero, Roxas & Chadee, 2016). Chawla and Singla (2021) concluded that green work life balance had significant influence on green retaining employees in Indian hospitality organizations.

Green Compensation & Benefit

Green benefits employees are ways to thank staff members for their contributions to the company. Direct salary is included, along with additional perks including bonuses, ownership advantages, insurance coverage, retirement benefits, health and medical benefits, and paid time off. Employees need enticing benefit packages. Adeyefa et al.

(2023) defined green pay and benefits as the part of green human resource management that ensures monetary and non-monetary advantages in return for an employee's contribution to the business. Rijal (2023) stated that green pay is the value that an individual receives in accordance with their performance within a firm. Any green pay plan needs to link performance to green pay in order to be deemed effective. In this kind of system, performance is rewarded instead of service time.

Green Employee Relation

The process that guides and regulates managers' interactions with staff members and fosters a positive and healthy work environment for all parties is referred to as "green employee relations." Encouraging employees to engage in environmentally conscious activities and encourage them to apply green environmental management techniques to reduce pollution is essential. Adeyefa et al. (2023) concluded that green employee relation had significant positive impact on green employee retention in the hotel. Aremu and Adepoju (2022) found that green employee socialization had significant positive impact on green employee retention.

Green Job Satisfaction

Green job satisfaction is a factor that influences green employees retention. According to Chatzoudes and Chatzoglou (2022), a high level of job satisfaction will facilitate the successful achievement of corporate objectives. On the other hand, a low degree of green work satisfaction poses a risk that might either swiftly or gradually cause the organization's demise. Employees that are happy in their jobs are motivated to go above and beyond expectations. Job happiness influences how well-behaved employees are at work. Rijal (2023) stated that there was positive and significant relationship between supervisor and green employee retention.

Dependent Variable

Employee Retention

Employee retention is the capacity of an organization to hold onto its personnel for a prolonged amount of time. It also refers to the policies and guidelines that enable employees to adhere to a company. It encompasses all of the duties related to rewarding employees for their motivation, longevity, and general job satisfaction.

3.7 Reliability Test (Cronbach's Alpha)

Reliability and consistency are synonymous in the context of surveys, tests, observations, and other measurement tools. Research requires accurate measurement. Random effects that cause measurements to differ between events or situations are the cause of measurement error. Repeatability is the main factor that determines measurement reliability. Reliability is the extent to which a test consistently measures the items it is intended to measure.

The foundation of reliability is the idea that any significant results need to be substantially reproducible and not merely isolated incidents. Other researchers should be able to conduct the exact same experiment under the identical conditions and come to the same conclusions. This will validate the findings and ensure that the concept is approved by the greater scientific community. Without this replication of statistically significant results, the study and experiment do not satisfy all testability requirements. The purpose of the validity and reliability analysis is to determine the reliability of the data. The questionnaire design is finished before requesting participation from respondents. For the reliability test, Cronbach's Alpha for this questionnaire was calculated. The result of the reliability test is shown in Table 2.

Table 2

Cronbach's Alpha Coefficients

Variables	No. of Items	Cronbach's Alpha
Green Training & Development (GTD)	6	0.908
Green Career Opportunities (GCO)	5	0.848
Green Work Life Balance (GWLB)	5	0.846
Green Compensation & Benefit (GCB)	6	0.853
Green Employee Relation (GERL)	6	0.911
Green Job Satisfaction (GJS)	6	0.864
Employee Retention (ER)	5	0.811

Note. Questionnaires

Table 2 shows the Cronbach's alpha coefficients of independent variables green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction and dependent variable employee retention. Cronbach's Alpha coefficient less than 0.6 is considered as 'poor'; greater than 0.6 but less than 0.8 is considered 'acceptable' and

greater than 0.8 is considered 'good' (Sekaran, 2000). Here, Cronbach's Alpha of all the variables are considered as acceptable, since they are greater than 0.8. Therefore, the instruments used in this research are considered to be reliable and good.

CHAPTER - IV

RESULTS AND DISCUSSION

The main objective of this study is to analyze the effect of green HRM practices and employee retention in Nepalese hotel industry, as the researcher covered in the earlier chapters. Thus, this chapter, which is divided up into three sections, addresses the analysis and outcomes of the conversation. The first part included the study's demographic profile, descriptive, and correlation analysis of the variables. In the second portion, the linear regression model's assumptions were met, and in the third section, the regression's findings were reported. Data analysis techniques were used to determine the ratio of the chosen dependent and independent variables as well as the ratio scale measurement for further statistical analysis. The statistical analysis of the gathered data was conducted with the assistance of SPSS version 26.

4.1 Results

4.1.1 Demographic Profile of Respondents

In this part, the overall and demographic information are displayed. Descriptive statistics were used to assess the demographic data, which was shown as a percentage, mean, and standard deviation. Gender, age, educational background, work history, and current organizational position were among the data examined. The findings are shown below.

Table 3

Gender Specification

Options	No. of Respondents	Response (percent)
Male	221	56.67
Female	169	43.33
Total	390	100

Source: Opinion Survey, 2024

Table 3 shows the gender wise respondent of employee. In this study, data from 390 respondents were collected and analyzed. The majority of respondents in the hotel business appear to be men, as evidenced by the fact that 56.67 percent of all replies were from men. Men make up the bulk of the 390 respondents, with less replies than female respondents. Nevertheless, 43.33 percent of respondents were female when

questioned about HR procedures and how they affect employee retention in the hotel industry. These findings suggest that men are employed in the hotel business at a higher rate than women. The bulk of survey respondents may be classified as both male and female by the hotel industry.

Table 4

Age Description of Respondents

Options	No. of Respondents	Response (percent)
Below 25	27	6.92
25-35	194	49.74
36-45	121	31.03
45 above	48	12.31
Total	390	100

Source: Opinion Survey, 2024

Table 4 reveals that age description of respondents and found that the 49.74 percent respondent's age most of the respondents belong to age between 25-35-age groups. The age group of employees at five-star hotels who are under 25 has the lowest percentage. The bulk of responders, meanwhile, are middle-aged. Furthermore, of the respondents, 31.03 percent identified as belonging to the 36-45 age group and 12.31 percent as representing the 45 years and above age group. This suggests that 87.29 percent of all hotel industry workers were young, enthusiastic, and employed in the sector at the time, among other things.

Table 5

Education Level of the Respondents

Options	No. of Respondents	Response (percent)
Intermediate	21	5.38
Bachelor	188	48.21
Masters	140	35.90
M.Phil. and above	41	10.51
Total	390	100

Source: Opinion Survey, 2024

Table 5 shows that the profile of respondents based on their education. Most respondents (188, or 48.21 percent) have a bachelor's degree; next most common degree is a master's (140, or 35.90 percent); postgraduate degrees are held by 41, or 10.51 percent; and high school education is held by 21 (5.38 percent). The results suggest that most interviewees could read and comprehend the questionnaires utilized in this investigation. As a result, the respondents were able to give accurate answers and demonstrated that they were aware of the significance of employee retention in the hotel industry.

Table 6

Working Experience of Respondents

Options	No. of Respondents	Response (percent)
Below 2 Year	35	8.97
3-5 Years	82	21.03
5-10 Years	153	39.23
10-20 Years	114	29.23
Above 20 Years	6	1.54
Total	390	100

Source: Opinion Survey, 2024

Table 6 also stated information regarding respondent's work experience in hotel industry. Out of the 390 respondents, 153 respondents, or 39.23 percent, have worked for more than five to ten years, and 114 respondents, or 29.23 percent, have worked for more than ten to twenty years. Additionally, it is discovered that, of the respondents, 82, or 21.03 percent, have worked for three to five years, 35, or 8.97 percent, have worked for less than a year, and just six, or 1.54 percent, have worked for more than twenty years. According to the study's findings, most employees have enough experience to carry out their duties in a competent and effective manner. The results show that the respondents were from a high-experience group.

Table 7

Current Position in your Hotels

Options	No. of Respondents	Response (percent)
Executive	101	25.90
Managerial	115	29.49
Officers	91	23.33
Assistant	76	19.49
Others (Specify).....	7	1.79
Total	390	25.90

Source: Opinion Survey, 2024

Table 7 shows the current positional level of the respondents in the hotels. About 29.49 percent of the respondents work as managers, followed by executives (25.90 percent), officers (23.33 percent), assistants (19.49 percent), and other roles including entry-level and secretary (1.79 percent).

Table 8

Nature of Job

Options	No. of Respondents	Response (percent)
Technical	211	54.10
Non-Technical	179	45.90
Total	390	100

Source: Opinion Survey, 2024

Table 8 shows the nature of job of the respondents in the five star hotels. In the hotel the industry, non-technical employment types represent 45.90 percent of the respondents, while technical job types comprise roughly 54.10 percent of the total.

4.1.2 Summary of Descriptive Analysis

The mean value and standard deviation of each variable are used to determine the green HRM practices and staff retention in the Nepalese hotel business. The gathered data has been evaluated using descriptive analysis, which has aided in the data's summarization and description. Table 8 summarizes the descriptive analysis.

Table 9

Summary of Descriptive Statistic of Variables

Study Variables	N	Mean	Std. Deviation
Green Training & Development (GTD)	390	3.7603	.91677
Green Career Opportunities (GCO)	390	3.7718	.82588
Green Work Life Balance (GWLB)	390	3.7682	.79109
Green Compensation & Benefit (GCB)	390	3.8103	.77791
Green Employee Relation (GERL)	390	3.7731	.87786
Green Job Satisfaction (GJS)	390	3.6252	.81364
Employee Retention (ER)	390	3.7272	.82781

Source: Appendix-I

Based on Table 9, the result of the study shows that mean score for the employee retention is recorded 3.7272 which show the level is high. It shows that all elements of HR practices are at high level which all falls in the range from 3.6252 to 3.8103. In comparison to the other elements green career opportunities, green work-life balance, green employee relations, and green job satisfaction green benefits and compensation had the highest mean score value, at 3.8103. Given that the highest mean score of 3.8103 is the overall value, this suggests that green benefits and compensation are its most important aspect. In other word, it is clear that the majority of respondents felt that the employees retention rate was strong and that green benefits and compensation were a big role in that regard. Meanwhile, green training & development, green career opportunities, green work life balance, green employee relation and green job satisfaction element got an overall mean score of 3.7603, 3.7718, 3.7682, 3.7731 and 3.6252 respectively.

4.1.3 Correlations Analysis

Correlation analysis was performed to ascertain HRM practices and employee retention in the Nepalese hotel industry. The following tables illustrate the relationship between the dependent and independent variables, green HRM practices and employee retention. In this study, correlation analysis was employed to ascertain the relationship between the variables. The researcher calculated the correlation coefficient value in this analysis using the SPSS program. The correlation analysis focused on the overall relationship between green HRM practices such as green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction and employee retention in Nepalese hotel industry.

Table 10

Pearson Correlation Coefficients of Study Variables

	GTD	GCO	GWLB	GCB	GERL	GJS	ER
GTD	1						
GCO	.739** (.000)	1					
GWLB	.458** (.000)	.485** (.000)	1				
GCB	.646** (.000)	.582** (.000)	.363** (.000)	1			
GERL	.488** (.000)	.492** (.000)	.421** (.000)	.716** (.000)	1		
GJS	.697** (.000)	.548** (.000)	.506** (.000)	.449** (.000)	.386** (.000)	1	
ER	.738** (.000)	.767** (.000)	.619** (.000)	.669** (.000)	.640** (.000)	.643** (.000)	1

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

Source: Appendix-II

Table 10 reveals the correlation test between both dependent and independent variables using correlation coefficient matrix. With a correlation value of 0.738 and a significant value of 0.000 between the two variables, it is clear that green training and development and staff retention have a significant positive correlation ($P < 0.05$). In a similar vein, there is a substantial position link ($P < 0.05$) between green career opportunities and staff retention, as indicated by the correlation value of 0.767 between the two variables, which has a significant value of 0.000. Likewise, there is a strong positive association ($P < 0.05$) between green work-life balance and staff retention, as seen by the correlation value of 0.619 between the two variables, which has a significant value of 0.000.

Based on the correlation value between green compensation and benefits and employee retention (0.669, significant value 0.000), it can be stated that there is a substantial positive link ($P < 0.05$) between green compensation and benefits and employee retention. The idea that there is a substantial positive link ($P < 0.05$) between green employee relations and employee retention is supported by the fact that there is a significant positive association between green employee relations and employee retention (0.640, significant value 0.000). Additionally, there is a strong positive correlation ($P < 0.05$) between green job satisfaction and employee retention, as

evidenced by the correlation value of 0.643 between the two variables, which has a significant value of 0.000.

4.1.4 Regression Analysis

It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable (employee retention) and independent variables (green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction).

Table 11

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	DW
1	.877 ^a	.768	.765	.40160	1.726

a. Predictors: (Constant), GJS, GERL, GWLB, GCO, GCB, GTD

Source: Appendix-III

The R square is 0.768. The implication therefore is that, 76.80 percent of the variation in the dependent variable (employee retention) is explained by the independent variables (green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction). The R statistic in this study, which is 0.877, shows that the study variables have a high association with one another. This suggests that the independent variables have a significant impact on staff retention. Regression analysis is perfectly correlated with standard error of estimate. Durbin-Watson in this study is 1.726, which is near to 2, meaning that the regression model's autocorrelation is not an issue.

Table 12

Analysis of Variance (ANOVA)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	204.799	6	34.133	211.632	.000 ^b
	Residual	61.772	383	.161		
	Total	266.572	389			

a. Dependent Variable: ER

b. Predictors: (Constant), GJS, GERL, GWLB, GCO, GCB, GTD

Source: Appendix-III

An analysis using ANOVA (F-value) suggests that the influence of dependent variables may be explained by the greatest number of potential combinations of predictor variables. Results indicate that staff retention has a big influence. The F-values of 211.632 ($p = 0.000 < 0.05$) for green job satisfaction, green employee relations, green training & development, green career opportunities, green work-life balance, green compensation & benefits, and green employee relations as a proxy for employee retention clearly demonstrate a significant relationship between the independent variables and the dependent variable (employee retention).

Table 13

Regression Coefficient of Independent Variables on Employee Retention

Variables	Coefficients	t-statistics	P or sig.-value
(Constant)	-.445	-3.524	.000
Green Training & Development (GTD)	.124	3.003	.003
Green Career Opportunities (GCO)	.331	8.590	.000
Green Work Life Balance (GWLB)	.214	6.712	.000
Green Compensation & Benefit (GCB)	.125	2.880	.004
Green Employee Relation (GERL)	.177	5.149	.000
Green Job Satisfaction (GJS)	.140	3.831	.000

a. Dependent Variable: ER

Source: Appendix-III

Table 13 presents the regression coefficient of independent variables green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction and the intercept value of dependent variable employee retention.

The regression coefficient (β) in green training and development is 0.124. The study's findings demonstrate that increases in just one unit of green training and development increase employee retention in Nepalese hotels by 0.124 units. Additionally, the program's p value of 0.03 indicates that it is statistically significant at the five percent significance level. Hence, this is significant positive effect of green training & development on employee retention.

Similarly, for green job opportunities, the coefficient of regression β is 0.331. The data suggests that a one-unit increase in green career opportunities corresponds to an increase of 0.331 units in staff retention within the Nepalese hotel business. Furthermore, the statistical importance of green career opportunities at the five percent significance level is revealed by the p value of 0.000. Hence, this is significant positive effect of green career opportunities on employee retention. Simultaneously, the green work-life balance coefficient of regression β is 0.214. The data suggests that a one-unit improvement in green work-life balance would result in a 0.214-unit increase in employee retention. Furthermore, the statistical significance of green work-life balance at the 5 percent significance level is shown by its p-value of 0.000. Hence, this is significant positive effect of green work life balance on employee retention. Then, for green compensation & benefit, the coefficient of regression β is 0.125. Employee retention would improve by 0.125 units if each green compensation and benefit increased by one, according to this data. The green compensation and benefit's p value of 0.004 shows that it is statistically significant at the five percent significance level. Hence, green compensation & benefit has significant positive impact on employee retention.

At the meantime, the green employee relationship has a regression coefficient of β of 0.177. Employee retention would rise by 0.177 units if each green employee relationship rose by one, according to this data. The green employee relation's p value of 0.000 shows that it is statistically significant at the five percent significance level. Hence, green employee relation has significant positive impact on employee retention. Similarly to this, the green job satisfaction coefficient of regression (β) is 0.140. The data suggests that a one-unit increase in green work satisfaction would result in a 0.140-unit improvement in employee retention. Furthermore, the statistical significance of green job satisfaction at the 5 percent significance level is indicated by

its p-value of 0.000. Hence, green job satisfaction has significant positive impact on employee retention.

4.2 Discussion

The major objective of the study is to green HRM practices and employee retention in Nepalese hotel industry. This research also highlights the association different HRM practices factors and employee retention. Research and previous literature supports the relationship between green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction and employee retention. The research literature validates that HRM practices directly influence employee retention.

The correlation analysis found that there is significant positive association between green training & development and employee retention. This is consistent with the finding of Presbitero, Roxas and Chadee (2016) found that green training & development had significant positive relationship with employee retention. Further, Chalise (2019); identified positive and significant relationship between training & development and employees' retention. Likewise, the correlation between green career opportunities and employee retention is significant positive which is consistent with the finding of Presbitero, Roxas and Chadee (2016) mentioned that green career opportunities had significant positive relationship with employee retention. The result is also consistent with Chalise (2019) which observed positive and significant relationship between work career opportunities and employee retention.

Then, there is significant positive relationship between green work life balance and the employee retention. This is consistent with the finding of Presbitero, Roxas and Chadee (2016) concluded that green work life balance had significant positive relationship with employee retention. The result is line with the findings of Chalise (2019) mentioned that work life balance has positive and significant positive relationship with employee retention. However, it contradicts with the finding of Khan et al. (2020). The correlation analysis also shows that green employee relation has significant positive association with employee retention. This is consistent with the finding of Adeyefa et al. (2023) found that green employee relation had significant

positive relationship with employee retention in hotel industry. Similarly, correlation between green compensation & benefit and the employee retention is significant positive which is consistent with the finding of Presbitero, Roxas and Chadee (2016) concluded that green compensation & benefit had significant positive relationship with employee retention. This is also consistent with the finding of Aremu and Adepoju (2022). At the same time, green job satisfaction has significant positive relation with employee retention. This is consistent with the finding of Fryea et al. (2019).

The multiple regression analysis shows green training & development has significant positive effect of on employee retention which is consistent with the finding of Presbitero, Roxas and Chadee (2016). This is also consistent with the finding of Chalise (2019); Jam and Jamal (2020); Emmanuel et al. (2021); Adeyefa et al. (2023) but this is not consistent with the finding of Hussain et al. (2023) concluded that significant impact of training & development on employee retention. However, there is significant positive effect of green career opportunities on employee retention. This is which is consistent with the finding of Presbitero, Roxas and Chadee (2016). This result is also consistent with the finding of Chaudhary (2019); Rijal (2023) found that career growth had significant positive impact on employee retention.

The regression analysis also shows that green work life balance has significant positive effect on employee retention which is consistent with the finding of Presbitero, Roxas and Chadee (2016). Further, this is consistent with the finding of Chalise (2019); Akpa et al. (2022); Rijal (2023) but opposite to the finding of Khan et al. (2020). But, green compensation & benefit has significant positive impact on employee retention. This finding is consistent with the finding of Msengeti and Obwogi (2015); Aremu and Adepoju (2022) which observed that pay or compensation had positive effect on employee retention. This is also consistent with the finding of Presbitero, Roxas and Chadee (2016); Jam and Jamal (2020); Adeyefa et al. (2023); Rijal (2023).

At the meantime, green employee relation has significant positive impact on employee retention. This is consistent with the finding of Adeyefa et al. (2023) found that green employee relation had significant positive impact on employee retention in

hotel industry. However, it contradicts with the finding of Akpa et al. (2022) found that green employee relation had insignificant impact on employee retention. Likewise, green job satisfaction has significant positive impact on employee retention. This is consistent with the finding of Fryea et al. (2019). This is also consistent with the finding of Chatzoudes and Chatzoglou (2022) found that job satisfaction had significant positive impact on employee retention.

CHAPTER V

SUMMARY AND CONCLUSION

5.1 Summary

Retaining employees and keeping them from leaving for competing hotels is another meaning of employee retention found in human resources and personal management definitions. Retention is an additional optional measure a firm takes to promote engagement. On the basis of common values and the way the company treats them, long-term employees should have a solid and stable attachment bond with the hotel sector. Retention helps hotels avoid losing skilled workers, which might have an impact on output and service delivery efficiency. Additionally, retention enables line managers and senior managers to draw in and keep high-performing workers with essential talents. This is accomplished by giving these managers access to information on retention and retention tactics that complement the organization's strategy and guarantee the accomplishment of the hotel industry's aims and objectives.

The general objective of the study is to investigate the HRM practice and employee retention of hotel industry in Nepal. The other specific objectives of this study are to analyze the factors of employee retention in Nepalese hotel industry, to assess the relation between employee retention and green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction in Nepalese hotel industry and to examine the impact of green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction on employee retention in Nepalese hotel industry. This study is based on descriptive research design and causal-comparative research design to deal with fundamental issues associated with the HRM practices and employee retention in Nepalese hotel industry. There are 18 five-star hotels, including 1 five-star deluxe, in Nepal currently. So, all the employees of five-star hotels are the total population and the sample size of the study is 390 employees who are working in hotel business within Kathmandu Valley are taken as a sample in this study. The sampling technique for the study followed non-probability sampling technique i.e. convenience sampling. This study used descriptive analysis, correlation and regression analysis were conducted to validate the hypothesis.

This study finds that the effect of green compensation & benefit is the dominant element in this study. In other word, it is obvious that majority of the respondents agreed that green compensation & benefit is the factor highly affects their employee retention and they believe that their satisfaction level is also high. The correlation analysis shows that green training & development, green career opportunities have significant positive relationship with employee retention in Nepalese hotel industry. Similarly, green work life balance, green compensation & benefit, green employee relation and green job satisfaction have also significant positive association with employee retention in Nepalese hotel industry. The multiple regression analysis reveals that green training & development and green compensation & benefit have significant positive impact on employee retention in Nepalese hotel industry. At the meantime, green career opportunities, green work life balance, green employee relation and green job satisfaction have significant positive effect on employee retention in Nepalese hotel industry. Therefore, this study concluded that the HR practices such as green career opportunities, green work life balance, green employee relation and green job satisfaction have significant influence on employee retention in Nepalese hotel industry.

5.2 Conclusion

Based on the results of the descriptive analysis study, it can be concluded that male employees in the Nepalese hotel industry make up the majority and are likely more numerous. The majority of workers in Nepal's hotel business were middle-aged or older. The findings imply that the majority of the interviewees were able to read and understand the questionnaires used in this study. The findings concluded that the respondents belonged to a high experience. The majority of the respondents' positions hold as managerial employees. This study also concluded that the moderating effect of green compensation & benefit is the dominant element in this study. In other word, it is obvious that majority of the respondents agreed that green compensation & benefit is the factor highly affects their employee retention and they believe that their satisfaction level is also high.

The correlation analysis concluded that that green training & development, green career opportunities have significant positive relationship with employee retention in Nepalese hotel industry. Likewise, green work life balance, green compensation &

benefit, green employee relation and green job satisfaction have also significant positive association with employee retention in Nepalese hotel industry.

The regression result concluded that green training & development and green compensation & benefit have significant positive impact on employee retention in Nepalese hotel industry. At the meantime, green career opportunities, green work life balance, green employee relation and green job satisfaction have significant positive effect on employee retention in Nepalese hotel industry. Hence, this study concluded that there is significant impact of HR practices on employee retention in Nepalese hotel industry.

5.3 Implications

The following implications are presented by the researcher to the pertinent bodies in light of the study's summary and conclusion.

- The finding revealed that green training & development, green career opportunities, green work life balance, green compensation & benefit, green employee relation and green job satisfaction that have the more significant positive influence on employee retention. Policy makers can benefit from the study's findings by learning more about the variables that are most likely to affect worker retention in the service industry drawing in and acquiring new customers as a consequence.
- This study will assist hotel managers in creating more effective strategies for boosting staff retention in their establishments by assisting them in understanding the elements that influence employee retention.
- This research may provide some of the most recent information, facts, and worries about HRM practices and employee retention. As a result, clients, hotel management, students, and future academics should find this study interesting.
- This research provides information and a thorough conceptual grasp of employee retention. Thus, future scholars can utilize this work as a resource.

GREEN HRM PRACTICES AND EMPLOYEE RETENTION IN N...

By: Ritu Bhattarai

As of: May 26, 2024 8:47:59 AM
15,180 words - 46 matches - 10 sources

Similarity Index

7%

Mode: Summary Report ▾

sources:

66 words / 1% - Internet from 15-Jan-2023 12:00AM

www.researchgate.net

66 words / 1% - from 01-May-2023 12:00AM

www.researchgate.net

107 words / 1% - Internet from 11-Jun-2022 12:00AM

oapub.org

93 words / 1% - from 12-Oct-2023 12:00AM

www.bbejournal.com

92 words / 1% - from 25-Mar-2023 12:00AM

www.ajhtl.com

90 words / 1% - Internet from 14-Jan-2023 12:00AM

elibrary.tucl.edu.np

80 words / 1% - from 20-Apr-2023 12:00AM

ymerdigital.com

65 words / 1% - Internet from 08-Mar-2022 12:00AM

www.ijeba.com

63 words / 1% - from 30-Aug-2023 12:00AM

www.nepjol.info

60 words / 1% - Internet from 22-Sep-2022 12:00AM

turcomat.org

paper text:

ABSTRACT This study examines green HRM practices and employee retention in Nepalese hotel industry. This study is based on descriptive research design and causal-comparative research design. 390 employees or respondents are taken as a