

DETERMINANTS OF EMPLOYEE TURNOVER IN NEPALESE HOSPITALS

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by

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CERTIFICATE OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**DETERMINANTS OF EMPLOYEE TURNOVER IN NEPALESE HOSPITALS**” The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic 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.

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ABBREVIATIONS

ANOVA	Analysis Of Variance
CA	Career Adaptability
CAAS	Career Adapt-Ability Scale
CDF	Career Development Factors
CEO	Chief Executive Officer
CFI	Career Future Inventory
CFI-R	CFI – Revised
CMI-C	Career Maturity Scale
CO	Career Optimism
CWAQ	Career and Work Adaptability Questionnaire
EF	Economic factors
ET	Employee Turnover
GRP	Graduate Research Project
MBA	Master of Business Administration
OC	Organizational Commitment
OLS	Ordinary Least Square
PAF	Performance Appraisal Factors
POS	Perceived Organization Support
SPSS	Statistical Packages for Social Sciences
WEF	Working Environment Factors

ABSTRACTS

The main goal of this study examine the impact of economic factor, working environment factor, career development factor, performance appraisal factor, training and development, organizational commitment on employee turnover in Nepalese hospitals. . The descriptive and causal comparative research design was considered as an appropriate design. Self-administered survey was conducted with the set of close ended questionnaire. The sampling method in this study follows non-probability sampling method as it is more cost effective and faster. Randomly selected 385 employees from two teaching hospitals with total sample size of 385 was surveyed. The study explores the factors influencing employee turnover (ET) by examining multiple predictors, including economic factors, working environment, performance appraisals, career development, organizational commitment, and training and development. Through a comprehensive analysis of demographic data, descriptive statistics, correlation, and regression results, the research provides valuable insights into the dynamics of turnover within organizations. The respondents represent a diverse group, with a majority being female and belonging to younger age groups. The sample consists of professionals from various roles, including healthcare practitioners, administrative staff, and technical experts, with most having less than five years of work experience. Educational qualifications are concentrated around bachelor's and diploma levels, and the majority of respondents are employed in private healthcare institutions. This diversity ensures that the findings are relevant across multiple job categories and career stages. The regression analysis highlights that the independent variables collectively explain a significant portion of the variation in employee turnover. The results confirm that while these factors are critical, other unexplored influences also contribute to turnover. The statistical tests validate the model's overall effectiveness, showing that the predictors meaningfully affect turnover rates.

Key words: Employees Turnover, Economic Factor, Working Environment Factor, Performance Appraisal Factor, Career Development Factor, Organizational Commitment, Training and Development

CHAPTER I

INTRODUCTION

1.1. Background of the study

Employee turnover refers to the number or percentage of employees who leaves an organization during a specified time period, typically one year. Adhikari (2020) found that employees' turnover intention of Nepalese hospitals is positively and significantly correlated with compensation, leadership empowerment behavior, organization culture, job stress and organizational justice. It is observed that organizational justice is the most influencing factor followed by organizational culture whereas compensation is the least influencing factor for employees' turnover intention. Because of contradictory results further research to be conducted to verify the results of existing research by increasing the sample size and including other variables. Abebe, (2019) stated that weak management practice is more responsible to employee turnover in regarding to controllable factors such as pay, nature of work, supervision, organizational commitment, distributive justice, and procedural justice.

Job stress is also an important factor that led the hospitals employees to quit the job. Rubenstein et al. (2018) indicated that the heavy workload and stringent time frame to meet the deadline were the main factors behind employee turnover intention in the hospitals. Yokongdi and Shrestha (2020) observed job stress had a positive influence on bank employees' turnover intention. Similarly, Cho and Song (2017) revealed that job stress may be result of work exhaustion and anxiety from one's job. Organizational culture consisted of a combination of values, beliefs, assumptions, and underlying interpretive processes that characterized an organization and it has a detrimental and critical influence on intention to turnover (Vizano, 2020). There is a significant association between organizational culture and employees' turnover (Ndife, 2020). Kariuki (2015) found the relationship between career development and employee turnover was statistically significant. Job description, career development programs, Job enrichment and capacity enhancement enhances employee job performance, which in turn reduces employee turnover. Mentoring and coaching, equally had a significant relationship with employee turnover, with the relationship their supervisor the most contributor to the relationship significance. The relationship

between reward systems and employee job performance was statistically significant. Both salaries and bonus payments are key factors influencing employee turnover.

Although, there is no ordinary context for understanding employee turnover as a whole, numerous researches have been conducted on the subject in a quest to demystify the factors that contribute to that turnover. According to Sainju et al., (2021) employees career prospects are built on the precept of securing a promotion, obtaining career development experiences, career growth opportunities, career coaching and mentoring. Podsakoff et al. (2020), argues that employees are more likely to stay with an organization if their career growth prospects are guaranteed, and if they feel satisfied working with the organization. However, if career development opportunities are scanty or not equally available, employees tend to leave the organization for greener pastures where their career objectives can be met.

Silva et al. (2019) found that Job Content Factors such as lack of challenge and opportunity to produce results, inadequate opportunity for training and development, low overall job satisfaction, lack of involvement in decisions affecting staff & inadequate opportunity to perform variety of roles are most significant factors that cause an employee in non-profit sector to leave. According to Ashar (2013), there are numerous factors containing employee's turnover rate from any organization; some of this include, career development, which he argues contributes immensely to employee's retention. Organizations have to provide sufficient commitment to employees in form of time, benefits in terms of helping advance their goals, knowledge, skills and abilities (Matthews et al., 2018).

Abolade (2018), Bank of America experienced a high turnover rate due to stunted growth and employee progression in the early 2000. The bank made a raft of measures which included flexi working hours, career growth and development opportunities, promotions and recognition, and saw the turnover rate drop from 48% to 24% within the same year. Ahmad (2018) contends that the raft of measures is attributable to employee's satisfaction and retention.

People leave jobs for a variety of different reasons, many of which are wholly outside the power of the organization to influence. One very common reason for leaving, for example, is retirement. In Ethiopian case according to Kim and Lee, (2020) the most common reason of employee turnover is low salary. In many cases people leave for a

mixture of reasons, certain factors weighing more highly in their minds than others. Some people may leave their manager not their organization. Voluntary resignations are explained by dissatisfaction on the part of employees with their supervisors, it follows that the most effective means of reducing staff turnover in organizations is to improve the performance of line managers. It is common to find managers who are quick to criticize but slow to praise, who are too tied up in their own work to show an interest (Lazzari et al., 2022).

Malek et al. (2018) examined the demographic characteristics of employees, evaluated the response of employees on retention factors, determined the relationships between employee retention and demographic characteristics, showed the correlation between dependent variable and independent variables and analyzed the effect and predictive power of the retention factors and level of satisfaction of employees working in the Nepalese hospitals of Nepal. Chaudhary and Dhakal (2019), found financial rewards, nature of works, transfer decisions, relationship with co-workers, career opportunity and working environment as major influencing factors in employee's turnover in banking institutions. In Nepali practice, pay level of the Nepalese hospitals is comparatively higher than other industries. Work-life balance, as many employees report that the work pressure at their bank is tremendously high, is reported to be the second strongest factor influencing employee motivation. Poor work-life balance could cause high job stress, poor family relations and social values, which cause to have low satisfaction and low employee motivation (Gautam, 2020).

There are numerous factors that contributes to employee turnover in the Nepalese hospitals. These factors range from career counselling, personal development planning, training and development, Mentoring and coaching, Capacity building enhancement, job security and satisfaction among others (Hom and Griffeth, 2017). There is no consistency in the results of various studies conducted regarding causes of employee turnover in Nepalese hospitals. Most research has been conducted covering to the issues in western context; however, very little research has been done in Nepalese context. Hence, this study seeks to examine determinants of employee turnover in the selected Nepalese hospitals, which can help retain employees and reduce turnover intentions.

1.2. Problem Statement

In the Nepalese hospitals, employee turnover contradicts the benefits derived by organizations when they spend scarce resources attracting, selecting, training and developing employees (Miller, 2017). The proposed study has designed to gain an understanding of the factors that causes the high employee turnover in certain Nepalese hospitals. The lack of availability of academic research and literature as well as lack of initiatives to procure data in this particular field of study strengthen the need for gathering more knowledge regarding factors that causes employee turnover in Nepalese hospitals industry (Abolade, 2018). Literature review has shown a great problem of high employee turnover in all sectors of the economy not only Nepalese hospitals. Employees may leave or separate organization involuntary and voluntary. Involuntary separation results from poor performance and from unreliability due to work-family conflicts or other personal issues. On the other hand, voluntary separation results from better opportunities offered by other employers. There is a head-aching problem of employee retention in Nepal like rest of the world. It is therefore important that the Nepalese hospitals adequately motivates, retains a skilled and experienced workforce. (Kim & Lee, 2020)

Proper studies regarding factors that affect the employee's turnover in Nepalese context have not yet been conducted. To address this problem, research that focuses on predictors of employee turnover and strategies to manage it becomes critically important. In order to attain corporate goals, organizations have to retain their key employees (Stamolampros et al., 2019). In general, at present, not only in Nepal, but around the world, the organizations have been facing employee turnover as a big challenge. This study is therefore conducted to find out the reality about employee turnover in the Nepalese hospitals. The present study addresses the following issues relating employee turnover:

1. What are the determinants of employee turnover in selected Nepalese hospitals?
2. Is there any relationship between employee turnover with economic factor, working environment factor, career development factor, performance appraisal factor, training and development, organizational commitment in Nepalese hospitals?

3. What is the impact of economic factor, working environment factor, career development factor, performance appraisal factor, training and development, organizational commitment on employee turnover in Nepalese hospitals?

1.3. Objectives of the study

To achieve the purpose of this research, the following objectives have been stated:

1. To determine the determinants of employee turnover in Nepalese hospitals.
2. To examine the relationship between employee turnover with economic factor, working environment factor, career development factor, performance appraisal factor, training and development, organizational commitment in Nepalese hospitals.
3. To analyze the impact of economic factor, working environment factor, career development factor, performance appraisal factor, training and development, organizational commitment on employee turnover in Nepalese hospitals.

1.4. Rationale of the study

The study on the determinants of employee turnover in Nepalese hospitals is significant due to its comprehensive approach to understanding and mitigating one of the most pressing challenges in the healthcare sector. High employee turnover rates in hospitals can lead to disruptions in patient care, increased recruitment costs, and reduced organizational efficiency. By identifying and examining the specific factors contributing to employee turnover such as economic conditions, the working environment, career development opportunities, performance appraisals, training, and organizational commitment, this research. The findings are not only vital for hospital administrators seeking to foster a stable and skilled workforce but also contribute to the broader discourse on employee retention in developing countries, ultimately aiming to enhance the quality of healthcare delivery in Nepal.

1.5. Limitations of the study

In any research, it is natural to have several limitations, which can weaken the objectives of the study. Some of the limitations of this study are as follows:

1. This research is entirely carried out in Kathmandu valley. The respondents may not be the representative of the whole population of Nepalese hospitals in Nepal.

2. Due to geographical and time constraint, only two teaching hospitals and their selected employees were taken for this study using convenience-sampling technique.
3. It is limited to small sample size in comparison to that of whole population.
4. Analysis is mainly based on primary data.
5. The conditions under which the questionnaires were filled up by the respondents were not controlled. Every respondent filled up the questionnaires in different settings.

CHAPTER II

LITERATURE REVIEW

2.1. Introduction

Review of literature is an essential part of the research. It is a process of finding related secondary data as much as possible. The factors are based on the research objectives highlighted in chapter one. These include: career growth opportunities, training and development, performance evaluation, salary, bonuses, work life balance and employee relationship with supervisor factors.

According to the theory of instrumentality, employees' remuneration is a source of power (Adeniji, Osibanjo, & Abiodun, 2013). It is important for banks to understand the correlation salary payments have with employee motivation and turnover (Franken, 2012).

Appraisals determine job satisfaction levels, which eventually translate into turnover of employee or their commitment to an organization (Ahmed, 2012). Franken (2012) on the other hand, holds to the view that employee turnover is as a result of salary scale; usually, employees quit or search for jobs that would pay them better than the previous ones. Franken weighs that argument that disparities with un-equal wage structures not only leads to demotivation and poor performance, but also to employee turnover. Walia, (2012) contend that the most common cause of high employee turnover in banks is poor pay packages. Further, they argue that when an employee is paid lesser than the going market rate, the propensity for turnover are increased exponentially as they are constantly searching and seeking other banks who could offer better pay package.

Choi, (2012) argued that banks should concentrate on employee retention strategies regardless of salaries. Grosskopf and Atherman (2011) similarly argue that an employee working for a bank in a low-wage position with limited benefits has little to no incentive to stay with the bank. Duffy (2011) argues that organizations that place obstacles in employee's career development stand a greater chance of funneling disgruntled employees who would quit the organization at any best available opportunity for growth.

According to Duggan (2011), banks that want to strengthen their employee base and elicit commitment, must invest in the training and development of their employees. Mahamad (2011), on his empirical study of the Pakistan Nepalese hospitals, argues that by boosting the training and development activities of employees within the Nepalese hospitals, employees do get motivated to stay with the bank. Mostly this is not out of attrition, but rather out of a sense of purpose and belonging.

Rani, Mariappan, and Kamalanabhan (2011) suggested that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance. It has made organization to focus and develop corporate policies and programs on work/life issues. Changing, developing and promoting the human resource are quite well – planned in this organization in order to meet the future challenges and uncertainty.

Chen, (2010) argued that the strong correlation between career growth strategies and employee turnover are meant to optimize both the effectiveness of employees careers while at the same time enhancing organizations growth objectives. According to Jones and McIntosh (2010), understanding the worth of employees' career, and enhancing mechanisms for the growth and development can significantly reduce turnover intentions, and eventual turnover.

The primary purpose of appraisals is positive performance inducement Brown, (2010). However, (Lunenburg, 2010) argues that it does not necessarily induce the desired effect of inducing the performance and growth desired, but instead, apprehension, demotivation and employee turnover. In employee-supervisor relationship, it is of necessity that employees' personal strengths, uniqueness, and rights be treated as primary elements that reduce turnover (Ghosh & Sahney, 2010). Consequently, in the Nepalese hospitals, the effective training of supervisors in managing employees has a direct correlation with the ultimate employees' job satisfaction and turnover (Kuvaas & Dysvik, 2010).

Most often than not, there are employees who feel disfranchised on bonuses as a result of bad appraisal reviews. The resultant effect is loss of morale and eventual turnover. The degree to which employees perceive fairness in the appraisal system and the rewards accrued to it determines their organization commitment or turnover intentions (Dechev, 2010). Samuel (2010) equates moving up the organization to

moving out of the organization and counts for basic career growth that can trigger turnover.

Agarwal, (2006) contended that failure to meet employee's expectation in career growth opportunities results in high turnover with employees' seeking these opportunities elsewhere. Career development is defined as the organized, formalized, and planned efforts of individuals within an organization so as to achieve a balance between an individual's career needs and the organization's workforce requirements (Puah and Ananthram, 2006).

Training is defined as the systematic planned effort to facilitate employees' acquisition of job-related knowledge and skills so as to improve productivity (Noe, Hollenbeck, Gerhart, and Wright, 2006).

The main objective of these payments is to enhance motivation and elicit loyalty and commitment to the bank. Bandura and Locke (2003) on the other hand argue that bonuses in isolation do not constitute intrinsic motivation that can cause employee turnover. In their argument, they claim that levels of motivation define employees' self-efficacy, from which they perceive realities of things like performance bonuses. Further they argue that employees on lower ranks of Maslow's theory in terms of security, food, shelter, are the once who might value any form of bonus, as it actually provides their valued motivation.

Performance evaluations usually provide employees feedback and opportunity for mentoring with their supervisors. Performance evaluations provide sufficient opportunity where employees get to establish their work plans, objectives, and goals under the tutelage of their supervisors. Cleveland,(2003) argued that if employees perceive that the kind of evaluations are skewed negatively towards them, or that they don't get sufficient feedback from their supervisors on expectations, performance, and goal setting, employees get frustrated. Frustrations with the performance evaluation system have a significant relationship with employee turnover.

Similarly, Cleveland, (2003) argued that Nepalese hospitals appraisals, just like any other sector, are used to evaluate an employee's performance and to make decisions on 18 promotions, demotions, or even termination. In the Nepalese hospitals, salaries offered to employees can easily form a competitive advantage for the bank enabling the bank to curtail any salary related turnover since the market would be unattractive

to employees seeking to leave (Babakus, Yavas, Karatepe, & Avci, 2003). Once organizations like banks have increased employees' productivity through training and development, the resultant effect usually tips in favor of loyalty to the bank, which significantly reduce employee turnover (Butler, 2001).

Bonus payments are annual or by-annual payments that organizations give to their employees as a token of appreciation for good performance (Murphy, 1999). Two or more employees performing the same job duties, and responsibilities, but with differing salary rates usually breed discontent and turnover. Usually an employees' salary is a way of communicating to the employee about their value (Caudron, 1994).

2.2 Theoretical Review

Different theories related to employee turnover are studied and reviewed which helped get clear idea and guide for the research. Below table 2.1 is the summary of reviewed theories.

2.2.1 Motivation-Hygiene Theory

The act of providing someone with a cause or incentive to accomplish something is known as motivation. The intensity of one's own wants and desires, the worth of rewards and incentives for reaching certain goals, and expectations from peers and oneself are examples of conscious and unconscious elements that combine to produce motivation (Ganta, 2014). When used properly, motivation may have a significant impact on a person's desired behavior's intensity, direction, and persistence (McShane & Glinow, 2017). Motivation is a useful and potent instrument for igniting the desire and propensity to begin or finish an activity. Motivation may be defined as an act, force, or desire to satisfy one's own wants and encourage appropriate conduct in order to reach a certain aim or goal (Bartol & Martin, 1998). From a psychological standpoint, motivation is a process that, via triggering psychological or physiological demands, propels an individual's performance, behaviour, and productivity towards achieving a goal.

Workers comprise an organisation, and they have little reason to perform well at work if they do not get organisational rewards and commitment (Burton, 2012). When motivated workers experience job discontent, they tend to put in less effort or none at all, do subpar work, and try to avoid their workplace as much as possible. If given the chance, they will also opt to leave the company. In contrast to them, highly motivated

workers outperform uninspired workers in terms of creativity, productivity, and output of high-quality work. Additionally, motivated employees will be inclined to stick with the company. In this case, incentives and rewards from the job, such as bonuses, paid time off, cash, and travel benefits, serve as driving forces behind employee behaviour and motivation to be more productive. It is possible to determine that motivation is a useful tool and instrument used by organisations to inspire their workforce and boost employee confidence. Employee turnover intentions within an organisation are strongly impacted by elements such as motivation and unhappiness. Therefore, it is crucial for the organisation to understand the link between the motivating elements and employee discontent and turnover intention and to use it to satisfy their workers if they hope to develop a successful business in their operations.

Organisations have spent decades studying and researching motivation in order to inspire their workforce and produce exceptional results. Many theories, such as the expectation theory, the two-factor theory, the hierarchy of needs theory, and the equity theory, explain why employees are motivated. According to Herzberg's two-factor theory, which is connected to the motivation-hygiene idea, the motivation-process and motivation's progression may be split into two main categories: the elements that determine motivation and the factors that determine hygiene. Furthermore, this theory also identified and discussed potential work-related variables that can make employees feel good about their current position and job, such as opportunities for advancement, job security, and pay, as well as variables that could make them feel bad about their job.

It is possible to explain the motivational variables as those that have a strong relationship with and impact on work satisfaction. These factors include success at work, recognition from the employer for employees, employee accountability for job duties, opportunities for decision-making within the company, workplace challenges, opportunities for employee advancement within the company, and opportunities for personal development both within and outside the company. The elements have a significant impact on an employee's general level of job satisfaction (Skripak, 2016). If any of the following motivation factors are not met in an organisation, the employee's intention to stay will be low. Even though the organisation has taken steps

to retain its workforce, the employee may still decide to leave rather than continue working for the company.

2.2.2 Human Motivation Theory

Some people with strong motivation to succeed are more focused on their own goals than the benefits of accomplishment in and of itself. These individuals want to do a task more effectively or better than it has been completed in the past (Robbins, 1993). In 1961, McClelland released *The Achieving Society*, which detailed the needs theory with an emphasis on three wants: affiliation, power, and success. The desire to succeed, to perform above expectations, and to meet benchmarks were all considered to be components of the accomplishment demand. The need to force people to act in a way they otherwise would not had been described as the urge for power. The need for cordial and intimate interpersonal ties was described as the urge for attachment. According to accomplishment theories, a person's motivation and performance differ depending on how strongly they feel the desire to achieve (Kreitner, 1998).

According to McClelland's research, a nation's total accomplishment motivation was positively correlated with its economic growth (McClelland, 1961). This association held true for cultures as a whole. The need for accomplishment, which is described as the urge to complete a challenging task, suggests that motivation and performance vary according to the level of an individual's need for achievement. Murray (1994), cited by Kreitner & Kinicki (1998), defined accomplishment as the ability to master, manipulate, or organise tangible objects, people, or concepts. High achievers are more likely to become successful entrepreneurs, according to McClelland's theory. It was indicated by the urge for connection that people want to engage in social interactions and activities. Individuals who have a high desire for affiliation would rather spend more time forming and sustaining social bonds, becoming a part of organisations, and seeking affection.

Those who score highly on this need are not the best managers or leaders because they find it difficult to make tough choices without fear of alienating others (Kreitner, 1998). The urge for power is a reflection of one's ambition to mentor, coach, instruct, or inspire others to succeed. McClelland suggests that top managers should have a low desire for affiliation and a high demand for power since effective managers must favourably influence others (Kreitner, 1998).

2.2.3 Human Capital Theory

The 1964 introduction of Gary Becker's Human Capital Theory serves as a fundamental idea for comprehending the relationship between investments in human talents and economic growth as well as individual success. Human capital, or the aggregate skills, knowledge, and experience that people possess, is said to be essential to increasing productivity, economic growth, and personal income, according to Becker's thesis. This idea emphasises the value of investing in people as a way to promote social and economic growth, expanding the concept of capital beyond material possessions.

The foundation of human capital theory is the notion that people can be grown and expanded by investments, much like other types of capital. According to Becker, human capital is made up of a variety of qualities that increase people's productivity and economic potential, such as health, education, and training. The notion states that investments in human capital, such as going to college, learning new skills through training, or taking care of one's health and well-being, provide improved capacities and efficiency that support both economic and personal advantages. According to the hypothesis, these investments pay off in the form of increased pay, better work performance, and more career prospects. For instance, those with advanced degrees or specialised training may command greater incomes and are frequently more competitive in the employment market. A healthier staff also produces more and is less likely to incur expenses for absence and illness. People and societies can get better economic results, such as higher incomes and lower rates of poverty, by investing in human capital.

The foundation of human capital theory is the notion that investments in people, such as going to school, getting a job, and getting healthier, have a substantial payoff that is comparable to that of physical capital. Becker expanded the definition of capital to encompass characteristics of people that may be improved and developed over time. Individuals and societies may increase productivity and achieve better economic results by investing in human capital.

According to Becker, investing in education and training is essential to raising a person's productivity. Better work performance and greater incomes are often associated with higher education levels and specialised abilities. Employees who

possess advanced degrees or certificates, for example, are likely to advance in their careers more quickly and have access to more lucrative work prospects. According to the hypothesis, these investments boost worker productivity and efficiency on the whole in addition to helping the individual.

Moreover, the theory makes the unavoidable assumption that expenditures on human capital would always result in improvements in revenue and productivity that are commensurate, which may not always be the case. A number of external factors, such as labour market needs, technology advancements, and economic cycles, might affect the results of these kinds of investments.

2.2.4 Expectancy Theory

The 1964 introduction of Victor Vroom's Expectancy Theory laid the groundwork for theories of motivation and organisational behaviour. It makes the argument that people are driven to behave a specific way by the results they hope to get from their activities. In particular, it implies that individuals are driven to work hard when they think their efforts will produce desired results and that these results will be fairly compensated.

The foundation of expectancy theory is the idea that expectation, instrumentality, and valence are the three main factors that influence motivation. Together, these elements have an impact on a person's incentive to perform. This element relates to the conviction that exerting more effort will result in better output. It is a person's estimation of the possibility that their efforts will lead to the successful completion of a job. For instance, if a worker feels that their efforts will result in improved performance, they will be more inclined to exert further effort. "If I work hard, will I be able to perform well?" is the question that the expectation component seeks to answer.

The idea that certain results or incentives will follow from effective performance is known as instrumentality. It is the extent to which people think their efforts will be appreciated and rewarded. An employee is more likely to be motivated to work hard if they feel that attaining excellent performance will result in a bonus or promotion. "If I perform well, will I receive the rewards I am promised?" is addressed in this component. The worth or appeal of the outcome or reward to the individual is known as valence. It shows how much weight the person gives to the benefits they hope to

obtain. Motivation is probably going to be higher if the benefits are seen as worthwhile and appealing. For instance, a worker who places a high value on a pay rise or promotion will be more driven to put in the work required to be eligible for such benefits. "Do I value the rewards I will receive?" is the question this component attempts to answer.

Expectancy Theory may be used by organisations to create performance management programs that effectively inspire workers. Organisations may increase employee motivation and productivity by making sure workers understand how their efforts will result in higher performance and by explicitly connecting performance to meaningful incentives. This entails establishing precise objectives, offering constructive criticism, and matching incentives to outputs. Setting goals that are achievable is essential to using Expectancy Theory. Establish goals that are both difficult and reachable, and make sure staff members have the tools and assistance they need to reach them. Employees are more likely to be driven to reach their objectives when they think that their efforts will result in successful performance and that their performance will be rewarded. To maximise motivation, a reward system must be designed with the expectations and values of the workforce in mind. Businesses should make sure that there is a clear correlation between performance and incentives and that workers view awards as useful. This entails learning what rewards—financial incentives, promotions, recognition, or other types of recognition—are valued by employees.

Victor Vroom's 1964 theory of expectation provides a useful foundation for comprehending how people's expectations regarding their own effort, performance, and rewards affect their motivation. The theory offers insights on how to successfully motivate people in organisational settings by addressing the importance put on incentives and emphasising the links between effort, performance, and rewards. Employers may use this theory to build goal-setting and incentive structures, as well as performance management systems, that will increase worker productivity and motivation. To completely implement the ideas of expectation theory in reality, it is crucial to take into account the intricacies and individual variations in motivation.

Table 1

Review of related theories on employee turnover

Theories	Theorist	Conclusion
2.1.1. Herzberg's Motivation- Hygiene Theory or Dual-Factor Theory	(Frederick Herzberg 1960)	Satisfaction and dissatisfaction could not be measured reliably on the same continuum and conducted a series of studies where he attempted to determine what factors in work environments cause satisfaction or dissatisfaction.
2.1.2. McClelland's Human Motivation Theory	(David McClellan d 1961)	We can group the persons in three different groups according to the motivations that have, which need the achievement or the recognition, which need to feel the power, which need the affiliation or acceptance of other persons.
2.1.3. The Human Capital Theory	(Gary Becker 1964)	Human capital plays an important role in people's development, improving the life and income, increasing knowledge, skill, and product capacities, economic growth and reducing poverty.
2.1.4. Expectancy theory	(Vroom 1964)	individuals are motivated to perform if they know that their extra performance is recognized and rewarded

2.3 Empirical Review

Lazzari et al. (2022) aimed to predict and explain employee turnover intention by combining traditional statistical approaches with advanced data analytics. The study employed regression analysis, ANOVA, and machine learning algorithms to analyze data from employees across various industries. The findings revealed that work-life

balance, organizational commitment, and job satisfaction were significant predictors of turnover intention. The machine learning models provided more accurate predictions compared to traditional statistical methods. The conclusion emphasized that organizations should leverage advanced data analytics to better understand and predict turnover intentions, allowing for more targeted retention strategies.

Sainju et al. (2021) explored the determinants of job satisfaction and employee turnover in Fortune 50 companies, using insights from employee reviews on Indeed.com. The study employed a data mining approach and natural language processing (NLP) techniques to analyze the reviews and identify common themes. The findings indicated that perceptions of management, work-life balance, and career growth opportunities were the most significant factors affecting job satisfaction and turnover intentions. Negative reviews frequently cited poor management practices and a lack of growth opportunities as reasons for leaving. The study concluded that effective management practices and career development opportunities are essential strategies for improving employee retention in large organizations.

Kim and Lee (2020) examined the effects of organizational justice and organizational support on turnover intentions among Korean employees. They employed a quantitative research design, utilizing surveys to gather data from employees across various industries in South Korea. Their analysis using structural equation modeling revealed that perceptions of organizational justice (including distributive, procedural, and interactional) significantly reduced turnover intentions. Additionally, perceived organizational support further strengthened employees' commitment, leading to lower turnover. The study emphasized that fair treatment and organizational support are crucial in mitigating turnover intentions, suggesting that organizations investing in these aspects are more likely to retain employees longer.

Podsakoff et al. (2020) examined the effects of workplace stressors on employee turnover, with a focus on the moderating role of social support. Utilizing a survey-based design, they collected data from employees in high-stress industries and analyzed it using regression analysis. The study found that stressors like workload and role ambiguity increased turnover intentions, but social support from colleagues and supervisors moderated this relationship, reducing the impact of stressors. The study recommended investing in social support networks and stress management resources to help reduce turnover.

Stamolampros et al. (2019) investigated job satisfaction and the determinants of employee turnover in high-contact services, utilizing data from online employee reviews. Their data-driven approach included sentiment analysis and regression models to identify key factors influencing turnover. The study found that negative work environments, lack of professional development opportunities, and poor management practices were significant predictors of employee turnover. Conversely, positive job satisfaction was linked to lower turnover intentions. The conclusion highlighted the need to improve workplace conditions and offer career development opportunities to reduce turnover in high-contact services.

Silva et al. (2019) aimed to identify the determinants of employee retention in Brazilian organizations, focusing on the labor market realities in Brazil. The study employed a qualitative approach, conducting in-depth interviews with HR professionals and employees from various industries in Brazil. The thematic analysis of the data revealed that job security, work-life balance, and a positive organizational culture were crucial for employee retention. Economic factors, such as inflation and cost of living, also significantly influenced employees' decisions to stay with or leave an organization. The study concluded that Brazilian organizations need to provide stable employment and foster a supportive work environment, while addressing economic concerns through competitive compensation.

Vardaman et al. (2019) investigated the role of job embeddedness in mitigating the impact of negative job experiences on employee turnover. Using a longitudinal design, they collected data from employees across various sectors over a 12-month period and assessed the mediating effect of job embeddedness through structural equation modeling. Their findings indicated that job embeddedness significantly buffered the negative effects of job dissatisfaction and stress on turnover intentions. Employees with high job embeddedness were less likely to leave despite adverse job conditions. The study concluded that enhancing job embeddedness through strong social networks and meaningful work can help reduce turnover.

Faleye and Trahan (2019) investigated the impact of financial incentives on employee turnover, focusing on equity-based compensation. They used a quantitative research design, analyzing data from publicly traded companies offering equity-based compensation and employing multiple regression models. The findings indicated that equity-based compensation, such as stock options and restricted stock units,

significantly reduced turnover rates, particularly among high-performing employees. The study suggested incorporating equity-based compensation into retention strategies to align employees' financial interests with organizational performance

Jiang, Hu, and Baer (2019) examined the role of innovation climate in reducing employee turnover in technology firms. Using a mixed-methods approach, they combined surveys with in-depth interviews to gather data from technology firm employees and analyzed it with structural equation modeling. The study found that a positive innovation climate, characterized by support for creativity and risk-taking, reduced turnover intentions. Employees who perceived their organizations as innovative were more likely to stay. The study recommended fostering an innovation-friendly environment to retain talented employees

Pattni (2018) examined the determinants of employee turnover and its impact on organizational performance, with a particular focus on Airtel Kenya Limited. Utilizing a mixed-method approach, the study combined surveys and interviews with employees across various departments within the organization. The findings revealed that job dissatisfaction, lack of career advancement opportunities, and inadequate compensation were major drivers of employee turnover. Furthermore, the high turnover rates negatively affected organizational performance, especially in customer service and operational efficiency. The conclusion emphasized that improving job satisfaction and offering competitive compensation packages are essential strategies for reducing turnover and enhancing organizational performance.

Abolade (2018) investigated the impact of job insecurity and employee turnover on organizational performance across both private and public sectors. The study used a structured questionnaire to gather data from employees and employed regression analysis to explore the relationship between job insecurity, employee turnover, and organizational performance. The findings indicated that job insecurity significantly contributed to employee turnover, which in turn negatively impacted organizational performance. Public sector employees reported higher job security and lower turnover rates compared to their private sector counterparts. The study concluded that addressing job insecurity through transparent communication and employee engagement can help mitigate turnover and improve organizational performance.

Matthews et al. (2018) examined the determinants of turnover among low-wage earners in long-term care, with a focus on manager-employee relationships. Employing a qualitative approach, the study conducted interviews with low-wage employees in long-term care facilities and analyzed the data using thematic analysis. The study found that poor manager-employee relationships were a significant predictor of turnover among low-wage earners, with negative interactions increasing the likelihood of leaving. The conclusion emphasized the importance of improving manager-employee relationships and providing support to low-wage workers to reduce turnover.

Malek, Kline, and DiPietro (2018) investigated the impact of manager training on employee turnover intentions within the hospitality industry. The study employed a survey of employees in the hospitality sector, with data analyzed using regression analysis. The findings revealed that effective manager training programs significantly reduced employee turnover intentions. Improved managerial skills led to better employee engagement and retention. The conclusion underscored the importance of investing in manager training as a critical strategy for reducing turnover in the hospitality industry.

Ahmad (2018) investigated the relationship between job characteristics, organizational commitment, and employee turnover intentions from a reciprocation perspective. The study employed a quantitative research design, using surveys to collect data from employees across various industries. Regression analysis was used to explore the relationships between job characteristics, organizational commitment, and turnover intentions. The findings revealed that job characteristics, such as autonomy and significance, positively influenced organizational commitment, which in turn reduced turnover intentions. The reciprocity mechanism, where favorable job characteristics lead to higher commitment, was identified as a key factor in retention. The study recommended enhancing job characteristics to foster commitment and reduce turnover.

Allen, Bryant, and Vardaman (2018) examined the role of human resource management (HRM) practices in reducing employee turnover, particularly focusing on high-performance work systems (HPWS). They utilized a cross-sectional survey design, collecting data from employees in organizations with HPWS and analyzing it using structural equation modeling. Their findings indicated that HRM practices such

as selective hiring, extensive training, and performance-based rewards were effective in reducing turnover intentions. The study concluded that implementing HPWS can significantly reduce turnover by enhancing employee satisfaction and organizational commitment

Rubenstein, Eberly, Lee, and Mitchell (2018) synthesized and extended research on employee turnover, focusing on understanding the complexities of turnover decisions and the role of contextual factors. They conducted a meta-analysis of existing research to provide a comprehensive overview of turnover determinants. The findings revealed that turnover decisions are influenced by a mix of individual, job-related, and organizational factors, with contextual variables like economic conditions also playing a critical role. The study called for more nuanced approaches to turnover research, considering broader organizational and environmental contexts

Cho and Song (2017) sought to understand the determinants of turnover intention among social workers, focusing on emotional labor and organizational trust. The study involved a survey of social workers in South Korea, with data analyzed using structural equation modeling. The findings showed that high levels of emotional labor and low organizational trust were associated with increased turnover intention, with organizational trust serving as a key mediator. The conclusion stressed the importance of reducing emotional labor and building organizational trust to retain social workers and reduce turnover.

Lee, Hom, Eberly, and Li (2017) provided a comprehensive review of research on voluntary employee turnover, focusing on emerging trends and future directions. The study involved a literature review of seminal publications on employee turnover over the past century, highlighting key theories and empirical findings. The review found that traditional turnover models, such as job satisfaction and organizational commitment, remain relevant but are increasingly complemented by newer constructs like job embeddedness and turnover contagion. The authors also discussed the impact of globalization and technology on turnover patterns. The study called for more research on the integration of traditional and emerging turnover factors and the development of new theoretical frameworks to better capture modern work environments.

Al Mamun and Hasan (2017) analyzed factors affecting employee turnover and proposed strategies for retention in business organizations. The study was a conceptual paper that synthesized existing literature on turnover and retention strategies, focusing on determinants such as job satisfaction, compensation, and organizational culture. The findings identified job dissatisfaction, inadequate compensation, and poor organizational culture as key drivers of turnover. The study also considered external factors like economic conditions and industry trends. The conclusion suggested several retention strategies, including improving job satisfaction, offering competitive compensation, and fostering a positive organizational culture. A holistic approach to retention that considers both internal and external factors was emphasized.

Hom, Lee, Shaw, and Hausknecht (2017) reviewed the development of employee turnover theory and research over the past century, highlighting key milestones and proposing future research directions. This comprehensive literature review examined theoretical frameworks, empirical studies, and practical implications. The review identified key developments such as the shift from static to dynamic models that consider time and process in turnover decisions. The authors highlighted the increasing importance of contextual factors like organizational culture and leadership. The study called for more research on integrating turnover theory with other organizational behavior constructs and exploring the impact of technological and societal changes on turnover patterns.

Kim, Tam, Kim, and Rhee (2017) examined the determinants of employee turnover intention, focusing on organizational justice, supervisory justice, authoritarian organizational culture, and organization-employee relationship quality. The study used a survey-based approach, collecting data from employees across various organizations and analyzing it using structural equation modeling. The findings indicated that perceptions of organizational and supervisory justice significantly influenced turnover intentions, while authoritarian organizational culture negatively impacted the quality of organization-employee relationships, leading to higher turnover intentions. The study concluded that fostering a culture of fairness and improving employee-supervisor relationships are crucial for reducing turnover intentions.

Miller Jr. (2017) explored the determinants of employee turnover in the public sector, focusing on human capital and compensation packages. The study utilized a mixed-method approach, combining quantitative survey data with qualitative insights from interviews with public sector employees. The findings revealed that inadequate compensation packages were a primary determinant of turnover in the public sector. The loss of human capital due to turnover was also identified as a significant challenge, leading to reduced efficiency and service quality. The study recommended improving compensation packages and investing in human capital development to reduce turnover and enhance organizational performance.

Hom and Griffeth (2017) analyzed one hundred years of employee turnover theory and research, summarizing key findings and proposing future research directions. This comprehensive literature review traced the evolution of turnover theories and empirical studies over the past century. The review highlighted the transition from early models focused on economic and rational factors to more complex models incorporating psychological, social, and contextual variables. The authors identified gaps in the literature, including the need for research on turnover among specific demographic groups and in non-Western contexts. The study called for a more integrative approach to turnover research, combining insights from various disciplines and addressing emerging issues such as globalization, technology, and workforce diversity.

Ng and Feldman (2017) explored the relationship between age, work experience, and turnover intentions, with a focus on the moderating role of job tenure. They utilized a meta-analysis approach, synthesizing data from over 50,000 employees across various industries. Their analysis revealed that older employees and those with longer job tenure had lower turnover intentions, while younger employees with less work experience were more likely to leave. Job tenure moderated these relationships, with longer tenure reducing turnover likelihood across all age groups. The study suggested tailoring retention strategies to different age groups, focusing on career development and job stability for younger employees.

Holtom, Mitchell, Lee, and Eberly (2017) revisited and updated the theory of job embeddedness, focusing on its role in predicting employee turnover. They employed a comprehensive literature review approach, integrating findings from numerous studies and conducting meta-analyses. Their review reaffirmed that job embeddedness is a

significant predictor of turnover, with higher levels leading to lower turnover intentions. The study highlighted consistent effects of job embeddedness across different industries and cultural contexts, suggesting that organizations should enhance job embeddedness to reduce turnover

Griffeth and Hom (2017) explored the relationship between job satisfaction and employee turnover, with a focus on the mediating role of organizational commitment. They used a longitudinal design to collect data from employees across various industries over two years, analyzing it with structural equation modeling. Their study found that job satisfaction predicted turnover intentions, but this relationship was mediated by organizational commitment. Employees with high job satisfaction and strong organizational commitment were less likely to leave their jobs. The study suggested improving both job satisfaction and organizational commitment to reduce turnover

Nasir and Mahmood (2016) explored the determinants of employee retention in Pakistan, particularly in the context of skilled manpower scarcity. Their research employed a quantitative methodology, using survey data from employees across various industries in Pakistan. The study identified job security, work-life balance, and organizational culture as significant factors influencing employee retention. Employees who perceived their organizations as supportive were less likely to leave. The conclusion suggested that organizations should focus on creating a supportive work environment and providing job security to effectively reduce turnover rates.

Zhao and Ghiselli (2016) examined the impact of work-life balance on employee turnover intentions within the hospitality industry. They used a survey-based design, collecting data from employees in hotels and restaurants and analyzing it with multiple regression. The results showed that poor work-life balance was associated with higher turnover intentions, with demanding work schedules in the hospitality industry exacerbating this issue. The study recommended implementing flexible work arrangements and supporting work-life balance to reduce turnover rates

Karatepe (2016) investigated the influence of emotional exhaustion on turnover intentions among frontline employees in the hospitality industry, with a focus on the moderating role of job resources. Using a survey-based design, he collected data from frontline employees in hotels and restaurants and analyzed it using hierarchical

regression. The study found that emotional exhaustion increased turnover intentions, but job resources like supervisor support and career development opportunities moderated this effect, reducing turnover intentions. The study recommended providing adequate job resources to mitigate the negative impact of emotional exhaustion

Klotz and Bolino (2016) explored the concept of "regret" in employee turnover decisions, particularly how anticipated regret influences turnover intentions. They employed a qualitative approach, conducting interviews with employees who had recently left or were contemplating leaving their jobs. The study found that anticipated regret significantly influenced turnover decisions; employees who anticipated regretting their decision to leave were less likely to do so. This was especially true for employees with long tenures or strong emotional attachments to their organizations. The study suggested addressing concerns about regret to reduce turnover

Hausknecht and Trevor (2016) investigated the role of "push" and "pull" factors in employee turnover, focusing on different reasons employees leave their jobs. They used a survey-based approach, collecting data from employees who had recently left their jobs and analyzing the reasons for turnover. The study found that both push factors (e.g., dissatisfaction, conflict) and pull factors (e.g., better job offers) contributed to turnover decisions, with pull factors being more influential in voluntary turnover and push factors in involuntary turnover. The study recommended addressing push factors and offering competitive career opportunities to manage turnover effectively

Pang, Kucukusta, and Chan (2015) analyzed factors influencing employee turnover intentions in travel agencies, addressing both controllable and uncontrollable factors. The study used a cross-sectional survey design to collect data from employees in travel agencies in Hong Kong, with multivariate analysis techniques employed for data analysis. Significant determinants of turnover intention included work-related stress, lack of career progression, and inadequate compensation, while uncontrollable factors such as economic conditions also played a role. The conclusion recommended that travel agencies manage stress and provide career development opportunities to retain employees.

Arshad and Puteh (2015) explored the determinants of turnover intention among employees in various industries, focusing on organizational commitment and job satisfaction. Using a quantitative approach, the study gathered data through surveys from employees across different sectors and analyzed it using correlation and regression analysis. The findings indicated that low organizational commitment and job dissatisfaction were significant predictors of turnover intention. Employees who felt undervalued and lacked career growth opportunities were more likely to leave. The conclusion highlighted the need for improving job satisfaction and fostering organizational commitment to reduce turnover.

Bilau, Ajagbe, Sholanke, and Sani (2015) reviewed the impact of employee turnover in small and medium-sized construction firms within the Nigerian construction industry. Their methodology involved a literature review, analyzing existing studies and reports on employee turnover in the sector. The review highlighted that high turnover rates in the construction industry were primarily driven by job insecurity, poor working conditions, and low wages, with a lack of career advancement opportunities and inadequate training also contributing significantly. The study recommended that construction firms invest in employee development, improve working conditions, and offer competitive salaries to retain skilled workers and reduce turnover.

Hayes (2015) examined the demographic characteristics that predict employee turnover intentions, with a focus on human capital theory. The study used a quantitative research design, collecting data from employees across various industries and employing regression analysis to identify relationships between demographic characteristics and turnover intentions. The findings showed that age, education level, and tenure were significant predictors of turnover intentions, with younger employees having higher education levels and shorter tenure being more likely to leave. The study suggested that organizations should tailor retention strategies based on employee demographics, particularly focusing on providing career development opportunities for younger, educated employees.

Table 2

Summary of Literature Review

Author	Objectives	Methodology	Findings
Lazzari et al. (2022)	To predict and explain employee turnover intention using both traditional and advanced data analytics.	Employed regression analysis, ANOVA, and machine learning algorithms on data from various industries.	Work-life balance, organizational commitment, and job satisfaction were significant predictors. Machine learning models provided more accurate predictions.
Sainju et al. (2021)	To explore determinants of job satisfaction and employee turnover using employee reviews from Indeed.com.	Utilized data mining and natural language processing (NLP) techniques to analyze employee reviews.	Perceptions of management, work-life balance, and career growth opportunities were key factors. Negative reviews often cited poor management and lack of growth.
Kim and Lee (2020)	To examine the effects of organizational justice and support on turnover intentions among Korean employees.	Used surveys and structural equation modeling (SEM) to gather and analyze data from various industries.	Organizational justice and support significantly reduced turnover intentions. Fair treatment and support are crucial for retention.
Podsakoff et al. (2020)	To examine the impact of	Survey-based design with regression	Stressors increased turnover intentions, but

	workplace stressors on turnover with a focus on social support's moderating role.	analysis, targeting employees in high-stress industries.	social support from colleagues and supervisors reduced this impact.
Stamolampros et al. (2019)	To investigate job satisfaction and employee turnover determinants in high-contact services using online reviews.	Employed sentiment analysis and regression models on data from online employee reviews.	Negative work environments, lack of professional development, and poor management were significant predictors of turnover. Positive job satisfaction linked to lower turnover.
Silva et al. (2019)	To identify determinants of employee retention in Brazilian organizations focusing on labor market realities.	Conducted in-depth interviews with HR professionals and employees, using qualitative thematic analysis.	Job security, work-life balance, positive organizational culture, and economic factors like inflation significantly influenced retention.
Vardaman et al. (2019)	To investigate the role of job embeddedness in mitigating negative job experiences' impact on	Used a longitudinal design and structural equation modeling (SEM) over a 12-month period.	Job embeddedness buffered the negative effects of job dissatisfaction and stress on turnover intentions.

	turnover.			
Faleye and Trahan (2019)	To examine the impact of financial incentives, particularly equity-based compensation, on employee turnover.	Quantitative research with multiple regression models analyzing data from publicly traded companies.	Equity-based compensation significantly reduced turnover rates, especially among high-performing employees.	
Jiang, Hu, and Baer (2019)	To explore the role of innovation climate in reducing employee turnover in technology firms.	Combined surveys with in-depth interviews, with structural equation modeling (SEM).	A positive innovation climate reduced turnover intentions; employees felt more engaged in innovative environments.	
Pattni (2018)	To examine determinants of employee turnover and its impact on organizational performance at Airtel Kenya Limited.	Mixed-method approach with surveys and interviews within the organization.	Job dissatisfaction, lack of career advancement, and inadequate compensation were major turnover drivers. High turnover negatively affected performance.	
Abolade (2018)	To investigate job insecurity and its impact	Used structured questionnaires and regression analysis.	Job insecurity significantly contributed to turnover and	

	on turnover and organizational performance across sectors.		negatively impacted performance. Public sector employees had lower turnover rates due to higher job security.
Matthews et al. (2018)	To examine turnover determinants among low-wage earners in long-term care, focusing on manager-employee relationships.	Conducted interviews with low-wage employees and analyzed data using thematic analysis.	Poor manager-employee relationships were a significant turnover predictor. Improving these relationships is essential for retention.
Malek, Kline, and DiPietro (2018)	To investigate the effect of manager training on employee turnover intentions in the hospitality industry.	Survey-based design with regression analysis on data from the hospitality sector.	Effective manager training significantly reduced turnover intentions by improving employee engagement and retention.
Ahmad (2018)	To explore the relationship between job characteristics, organizational commitment, and turnover intentions.	Quantitative research with surveys and regression analysis across various industries.	Positive job characteristics enhanced organizational commitment and reduced turnover intentions through a reciprocity mechanism.

Allen, Bryant, and Vardaman (2018)	To examine the role of HRM practices, particularly HPWS, in reducing employee turnover.	Cross-sectional survey design with structural equation modeling, analyzing data from organizations with HPWS.	HRM practices like selective hiring, extensive training, and performance-based rewards effectively reduced turnover intentions. Implementing HPWS can enhance employee satisfaction and commitment.
Rubenstein, Eberly, Lee, and Mitchell (2018)	To synthesize and extend research on employee turnover, focusing on contextual factors.	Meta-analysis of existing research on turnover determinants.	Turnover decisions are influenced by individual, job-related, and organizational factors, with contextual variables like economic conditions playing a critical role.
Cho and Song (2017)	To understand the determinants of turnover intention among social workers, focusing on emotional labor and trust.	Survey of social workers in South Korea, analyzed using structural equation modeling.	High emotional labor and low organizational trust increased turnover intentions, with trust serving as a key mediator. Reducing emotional labor and enhancing trust are crucial for retention.
Lee, Hom, Eberly, and Li (2017)	To review research on voluntary employee	Literature review of seminal publications on employee turnover.	Traditional models like job satisfaction and organizational commitment remain

		turnover, focusing on emerging trends and future directions.		relevant, complemented by constructs like job embeddedness and turnover contagion. Globalization and technology impact turnover patterns.
Al Mamun and Hasan (2017)	To analyze factors affecting employee turnover and propose retention strategies.	Conceptual paper synthesizing existing literature on turnover and retention strategies.	Job dissatisfaction, inadequate compensation, and poor organizational culture were identified as key drivers of turnover. Suggested strategies include improving job satisfaction, compensation, and organizational culture.	
Hom, Lee, Shaw, and Hausknecht (2017)	To review the development of employee turnover theory and research over the past century.	Comprehensive literature review examining theoretical frameworks and empirical studies.	Identified key developments such as the shift to dynamic models considering time and process. Emphasized the importance of contextual factors like organizational culture and leadership.	
Kim, Tam, Kim, and Rhee (2017)	To examine determinants of turnover intention	Survey-based approach with structural equation modeling, data from	Organizational and supervisory justice significantly influenced turnover intentions,	

		focusing on various organizations. organizational and supervisory justice.		while authoritarian culture negatively impacted relationships and increased turnover.
Miller (2017)	Jr.	To explore determinants of turnover in the public sector, focusing on compensation and human capital.	Mixed-method approach with quantitative surveys and qualitative interviews.	Inadequate compensation was a primary turnover determinant. Loss of human capital impacted efficiency and service quality. Recommended improving compensation and investing in human capital.
Hom and Griffeth (2017)	and	To analyze a century of employee turnover theory and research, proposing future directions.	Literature review summarizing key findings and theories on turnover.	Transition from economic and rational models to complex models incorporating psychological, social, and contextual variables. Identified gaps and proposed integrating turnover theory with other organizational behavior constructs.
Ng and Feldman (2017)	and	To explore the relationship between age, work experience, and turnover	Meta-analysis of data from over 50,000 employees across industries.	Older employees and those with longer tenure had lower turnover intentions. Job tenure moderated turnover likelihood, suggesting

	intentions, focusing on job tenure.		tailored retention strategies for different age groups.
Holtom, Mitchell, Lee, and Eberly (2017)	To revisit and update the theory of job embeddedness, focusing on its role in predicting turnover.	Comprehensive literature review and meta-analyses.	Job embeddedness was confirmed as a significant predictor of turnover, with higher levels leading to lower turnover intentions. Organizations should enhance job embeddedness to retain employees.
Griffeth and Hom (2017)	To explore the relationship between job satisfaction and turnover, focusing on organizational commitment.	Longitudinal design with structural equation modeling over two years.	Job satisfaction predicted turnover intentions, mediated by organizational commitment. High satisfaction and commitment reduced turnover likelihood.
Nasir and Mahmood (2016)	To explore determinants of employee retention in Pakistan, considering skilled manpower scarcity.	Quantitative methodology using surveys from various industries.	Job security, work-life balance, and organizational culture were significant retention factors. Supportive work environments reduced turnover rates.
Zhao and	To examine the	Survey-based design	Poor work-life balance

Ghiselli (2016)	impact of work-life balance on turnover intentions in the hospitality industry.	with regression analysis.	multiple	was associated with higher turnover intentions. Flexible work arrangements were recommended to improve retention.
Karatepe (2016)	To investigate the influence of emotional exhaustion on turnover intentions, focusing on job resources.	Survey-based design with hierarchical regression analysis, data from frontline employees.		Emotional exhaustion increased turnover intentions, but job resources like supervisor support moderated this effect. Recommended providing adequate job resources to reduce turnover.
Klotz and Bolino (2016)	To explore how anticipated regret influences employee turnover decisions.	Qualitative approach with interviews of employees contemplating leaving.		Anticipated regret significantly influenced turnover decisions; employees anticipating regret were less likely to leave. Addressing concerns about regret can help reduce turnover.
Hausknecht and Trevor (2016)	To investigate the role of push and pull factors in employee turnover.	Survey-based approach analyzing reasons for turnover among employees who had recently left their jobs.		Both push factors (dissatisfaction) and pull factors (better offers) influenced turnover, with pull factors more impactful in voluntary turnover and push factors in involuntary

			turnover.
Pang, Kucukusta, and Chan (2015)	To analyze factors influencing turnover intentions in travel agencies, addressing controllable and uncontrollable factors.	Cross-sectional survey design with multivariate analysis techniques.	Work-related stress, lack of career progression, and inadequate compensation were significant turnover determinants. Economic conditions also played a role.
Arshad and Puteh (2015)	To explore turnover intention determinants focusing on organizational commitment and job satisfaction.	Quantitative approach using surveys and correlation/regression analysis.	Low organizational commitment and job dissatisfaction were significant predictors of turnover intention. Improving job satisfaction and fostering commitment are essential for reducing turnover.
Bilau, Ajagbe, Sholanke, and Sani (2015)	To review the impact of employee turnover in small and medium-sized construction firms in Nigeria.	Literature review analyzing existing studies and reports on turnover in the construction industry.	High turnover rates were driven by job insecurity, poor working conditions, low wages, and lack of career advancement. Recommended improving conditions, development opportunities, and salaries.

Hayes (2015)	To examine demographic characteristics predicting employee turnover intentions with a focus on human capital theory.	Quantitative research with regression analysis on data from various industries.	Age, education level, and tenure were significant predictors of turnover intentions. Younger employees with higher education and shorter tenure were more likely to leave. Suggested tailoring retention strategies based on demographics.
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2.4. Research Gap

Despite the extensive research on employee turnover globally, there remains a significant gap in understanding this phenomenon within the specific context of Nepalese hospitals. Most existing studies predominantly focus on turnover factors in Western healthcare settings, overlooking the unique socio-economic and organizational dynamics of developing countries like Nepal. Additionally, while previous research has explored the individual impacts of economic conditions, work environment, career development, performance appraisals, and training on employee turnover, there is a paucity of studies that simultaneously consider these factors alongside organizational commitment in a holistic framework.

Moreover, the moderating effect of job satisfaction on these determinants is underexplored, particularly in the healthcare sector of Nepal. This gap suggests a need for empirical studies that not only identify the determinants of turnover but also delve into how job satisfaction can influence the relationship between these determinants and turnover intentions. Addressing these gaps is crucial for developing effective retention strategies tailored to the cultural and operational realities of Nepalese hospitals, thereby ensuring better patient care and organizational stability.

CHAPTER III

RESEARCH METHODOLOGY

The objective of this chapter is to discuss the methodology used in this research. The research design is presented to ensure that proper procedure is followed. The population, sample size, sample selection procedure as well as the data collection method for this research are also stated in this chapter.

In this chapter research design, area of study, population, sample of the population, sampling technique, instrument of data collection, validation of the questionnaire and methods of the data analysis are discussed.

3.1. Research design

To attain the specified purpose of this study, descriptive and causal comparative research design was considered as an appropriate design. Self-administered survey was conducted with the set of close ended questionnaire. These types of questions are easy to answer as well as for analyze and response rate of the respondents is usually higher than open questions. It is a descriptive research in which information will be gathered from respondents through a structured questionnaire. This study was conducted through a survey with structured questionnaire because questionnaire is an efficient data collection mechanism (Hassan & Jagirani, 2019).

3.2. Population and sample and sampling design

This study was based on the data of two Nepalese teaching hospitals and to collect the data survey method was adopted. Since surveys allow researchers to collect a large amount of data in a relatively short period of time and can be used to collect information on a broad range of things, including personal facts, attitudes, past behaviors, and opinions survey method was appropriate for this study. Cochran and Horne (1977) defined the following sample size formula for population.

$$n' = \frac{n}{1 + \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2 N}}$$

$$= 385$$

Where,

z is the z score

ϵ is the margin of error

N is the population size

p is the population proportion

The sampling method in this study follows non-probability sampling method as it is more cost effective and faster. Randomly selected 385 employees from two teaching hospitals with total sample size of 385 was surveyed. Accordingly, purposive sampling design was used for the study. Specifically, study follows the random sampling techniques.

3.3. Nature and source of data

The nature of the study was quantitative and was based on both primary and secondary data so as to achieve concrete information. At the initial phase, to develop a theoretical framework the data collection method was secondary. The secondary sources of data were internet, books, journals and related articles. After that, the primary source of data collection was collected and analyzed. The primary data collection method was carried out by the use of questionnaires.

3.4. Data collection procedure

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate the outcomes (Cooper and Schindler, 2008). Two different sources of information are consulted for this research, namely primary and secondary sources. A structured questionnaire was prepared to collect the views and experiences of employees. So, the primary source of data collection is survey questionnaire. Whereas, the secondary information comprises research reports produced on the relevant topic by various types of national as well as international researchers.

The primary data collection method was carried out by the use of questionnaires. This was accomplished by approaching employees of two teaching hospitals, explaining the objective of the research and handing them the questionnaire through online medium (google forms). For this study, the sample size of 385 respondents was taken.

3.5. Data presentation and analysis

The research was based on mixed method. The mixed data was analyzed using both descriptive and inferential statistics. Descriptive statistics was utilized for measures of central tendencies (Mean, Median and Mode), and measures of dispersion (Variance, Standard deviation, Standard Error, and Percentiles). On the other hand inferential statistics was utilized for correlations, linear and multiple regression. The analysis process entailed the transformation of raw data into tables, and charts, containing frequency distribution and percentages that provided answers to the research questions. The study data was finally analyzed using Statistical Package for Social Sciences (SPSS). Content and thematic analysis was done to analyze the qualitative data.

3.6 Instrumentation

The study was mainly based on the primary data collection from the employee of the hospitals. The primary source of data was structured questionnaire which is key instrument to collect data for this research. It consisted of two parts. In the structured questionnaire section the questions are been extracted from Andriamahery and Qamruzzaman (2022). The information was collected by using primary method of data collection. Structured questionnaire was distributed for collecting the required information which include employee turnover. The study mainly uses Likert scale measurement for all the variables constructed in the proposed theoretical framework. The single choice questions, multiple-choice questions and Likert scale questions were used to assess the data. The questionnaire has been divided into two sections whereby section 'A' consists of demographic profiles of the respondents while the three independent variables and dependent variable are asked in section 'B'.

3.7 Research Framework and Definition of Variables

A research framework provides a structured approach to understanding the relationships between different variables within a study. In the context of determinants of employee turnover in Nepalese hospitals, the framework would outline how independent variables, such as economic factor, working environment factor, performance appraisal factor, career development factor, organizational commitment, training and development, influence the dependent variable, employee turnover. Organizational commitment and job satisfaction are key moderating

variables that affect these relationships. For instance, a positive working environment and effective career development opportunities might reduce turnover rates, while high levels of organizational commitment and job satisfaction could strengthen the impact of these factors on turnover (Griffeth & Hom, 2017; Kim & Lee, 2020). This framework helps to systematically examine and interpret how various elements interact to affect employee turnover.

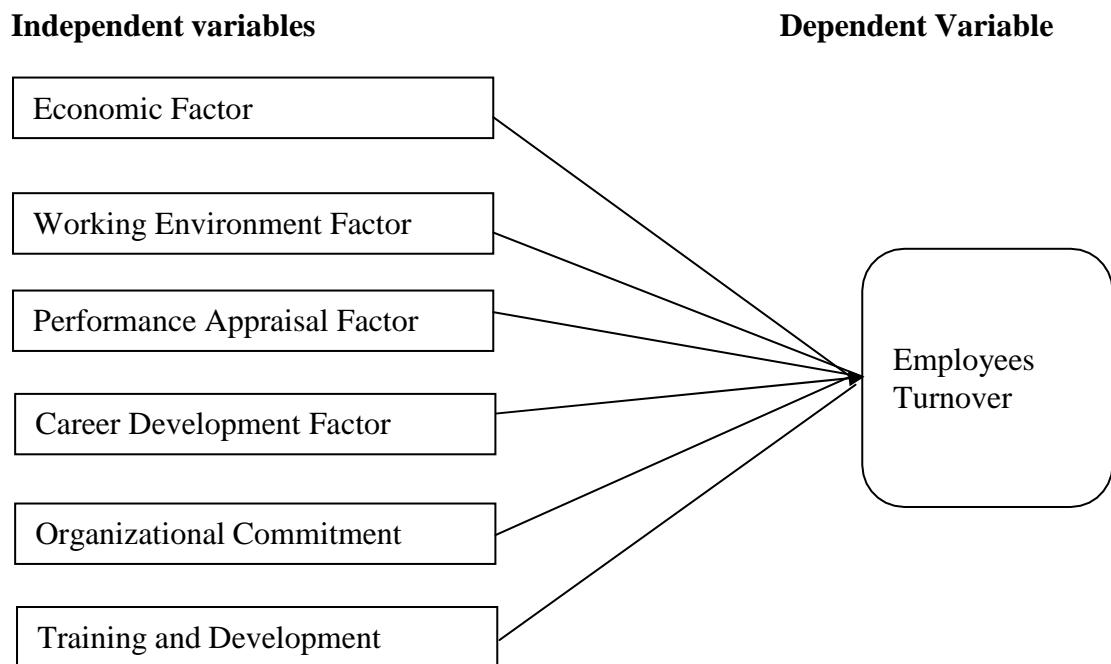


Figure 1 Research Framework

Source: Chalise (2019); Hossain et. al (2017) & Hassan (2019)

Economic factors

Economic factors refer to financial conditions and incentives that impact employee turnover. In the context of Nepalese hospitals, economic factors such as salary levels, benefits, and financial incentives play a crucial role in influencing turnover rates. For instance, studies have shown that equity-based compensation can significantly reduce turnover by aligning employees' financial interests with organizational performance (Faleye & Trahan, 2019). Additionally, economic conditions such as cost-of-living and salary competitiveness within the healthcare sector are essential in determining employees' decisions to stay or leave (Rubenstein et al., 2018). Addressing these economic factors is vital for hospitals to retain skilled staff and reduce turnover rates.

Working Environment Factor

The working environment factor encompasses the physical and psychological conditions under which employees perform their tasks. This includes factors such as workplace safety, ergonomics, and the overall atmosphere within the hospital. A positive working environment can enhance job satisfaction and reduce turnover intentions (Kim & Lee, 2020; Zhao & Ghiselli, 2016).

Career Development Factor

Career development refers to opportunities for employees to advance their skills, gain new experiences, and progress within their careers. In hospitals, career development opportunities such as promotions, mentorship programs, and skill enhancement are crucial for retaining staff and reducing turnover (Allen, Bryant, & Vardaman, 2018; Ng & Feldman, 2017).

Performance Appraisal Factor

Performance appraisal involves evaluating employees' job performance and providing feedback. Effective performance appraisals can impact turnover by influencing employees' perceptions of fairness and recognition within the hospital. Fair and constructive appraisals are linked to higher job satisfaction and lower turnover rates (Griffeth & Hom, 2017; Kim & Lee, 2020).

Training and Development

Training and development refer to the processes of equipping employees with the skills and knowledge necessary to perform their roles effectively. In hospitals, continuous training and professional development are essential for maintaining high standards of care and reducing turnover by enhancing employees' competence and job satisfaction (Holtom et al., 2017; Allen, Bryant, & Vardaman, 2018).

Organizational Commitment

Organizational commitment is the degree to which employees feel attached to and invested in their organization. High levels of organizational commitment are associated with lower turnover rates, as committed employees are more likely to stay and contribute to the hospital's goals and values (Ahmad, 2018; Kim & Lee, 2020).

Employee Turnover (Dependent Variable)

Employee turnover refers to the rate at which employees leave an organization and are replaced by new hires. In the context of Nepalese hospitals, turnover is a critical metric that reflects the organization's ability to retain staff. High turnover rates can lead to increased recruitment and training costs, disruption of services, and a loss of experienced personnel (Kim & Lee, 2020; Zhao & Ghiselli, 2016).

CHAPTER IV

RESULTS AND DISCUSSION

This chapter tries to accomplish the goals of the study by conducting an empirical analysis of the data that was gathered from the respondents. It does this by outlining the analysis of the outcomes that were produced during the data gathering procedure. The goal of this chapter is to provide the findings from the research technique and data analysis that are covered in chapter three. Based on the research questions and hypotheses, the data results are examined. The information gathered from the process, as detailed in chapter three, was then taken for additional examination and demonstration. Surveys were coded, data was imported into SPSS, and necessary computations were carried out. Almost any kind of file can include data, which SPSS can use to create tabular reports, descriptive statistics, plots and charts of distributions and trends, and statistical analyses. Based on primary data collected from 385 participants, the study attempted to investigate the effects of factors on the employee turnover of Nepalese employees.

4.1 Results

There are five other subsections within this section. The profile and demographic details of the respondents are covered in the first section. The acquired data are analyzed using measures of central tendency and frequency analysis in the second section, which is called descriptive analysis. Inferential analysis, which includes correlation analysis and hypothesis testing, is used in the third section to examine the data that has been gathered. Regression analysis is covered in the fourth section. This chapter's fifth and last section discusses inferences and discussion.

4.1.1 Demographic Profile of Respondents

The demographic analysis and interpretation of the main data that is gathered from the interviewees are covered in this part. All 385 of the respondents that were chosen for the survey are employees of Nepal. This section contains the respondent's demographic profile, which includes information on gender, age, education level and marital status. Tables and figures present the respondent's demographic profile.

Table 3

Demographic Profile of Respondents

		Frequency	Percent
Gender	Male	156	40.5
	Female	229	59.5
Age Group	Under 20	71	18.4
	20-30	142	36.9
	31-40	99	25.7
	41-50	54	14.0
	Above 50	19	4.9
	Diploma/intermediate	130	33.8
Educational Level	Bachelor	133	34.5
	Master	100	26.0
	Above Master	22	5.7
	Doctor	48	12.5
	Nurse	123	31.9
Present Position	Health Assistance	50	13.0
	Lab Technicians	50	13.0
	Administrative	55	14.3
	Other	59	15.3
Working Experience	Up to 5 years	199	51.7
	5-10 years	105	27.3
	10-15 years	53	13.8
	Above 15 years	28	7.3
Types of Hospital	Private	284	73.8
	Government	73	19.0
	Community	28	7.3

Table 3 provides the detailed information of the characteristics of the study's participants. The table categorizes respondents based on gender, age group, educational level, present position, work experience, and the type of hospital they are affiliated with. Each category is analyzed as follows:

The gender distribution shows that female respondents (59.5%, or 229 individuals) significantly outnumber their male counterparts (40.5%, or 156 individuals). This indicates a higher female representation among the respondents, which could reflect the gender composition of the healthcare workforce in the region or sector studied.

The age distribution highlights that the largest group of respondents falls within the 20-30 age range, making up 36.9% (142 individuals) of the total. This is followed by the 31-40 age group (25.7%, or 99 respondents). The under-20 category constitutes 18.4% (71 respondents), while the 41-50 group accounts for 14% (54 respondents). The smallest representation comes from those aged above 50, comprising only 4.9% (19 individuals). This trend suggests that a majority of the healthcare workforce is relatively young.

In terms of educational qualifications, a balanced distribution is observed. Respondents holding a bachelor's degree form the largest group, representing 34.5% (133 individuals). Those with a diploma or intermediate-level education are close behind at 33.8% (130 individuals). Participants with master's degrees make up 26% (100 respondents), while those with qualifications above the master's level account for a smaller portion, 5.7% (22 individuals). This reflects a diverse educational background among the respondents.

The respondents hold a variety of positions within the healthcare system. Nurses are the largest group, constituting 31.9% (123 individuals). Administrative staff make up 14.3% (55 individuals), while health assistants and lab technicians each account for 13% (50 individuals). Doctors represent 12.5% (48 individuals), and the "other" category makes up 15.3% (59 individuals). This distribution highlights a diverse workforce with a significant number of nursing professionals.

The working experience of respondents shows that more than half, 51.7% (199 individuals), have up to five years of experience. Those with 5-10 years of experience constitute 27.3% (105 respondents), while 13.8% (53 individuals) have 10-15 years of experience. Respondents with over 15 years of experience make up the smallest group

at 7.3% (28 individuals). This data suggests that a substantial portion of the workforce is relatively new to the profession.

Regarding the type of hospital affiliation, the majority of respondents, 73.8% (284 individuals), work in private hospitals. Government hospital employees make up 19% (73 respondents), and those working in community hospitals constitute 7.3% (28 individuals). This indicates a dominance of private healthcare institutions among the respondents.

4.1.2 Descriptive Statistics

This study section describes the descriptive analysis of the information gathered from respondents via questionnaires during the investigation. Descriptive analysis uses statistical metrics and methods to provide an explanation for the data. The three statistical metrics are the standard deviation, mean, and frequency. The tabular version of this mean and standard deviation is displayed. A "Five Point Likert Scale" of questions was administered to Nepalese employees during this survey. The scale ran from:

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Table 4 displays the independent and dependent variables' means and standard deviations.

Table 4

Mean and standard deviation

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Economic Factor	385	1.00	4.80	3.5262	.87176
Working Environment Factor	385	1.60	4.60	3.8966	.62767
Performance Appraisal Factor	385	1.00	4.80	3.7377	.65531
Career Development Factor	385	1.40	4.80	3.9792	.71632
Organizational Commitment	385	1.00	4.40	3.3631	.90634
Training and Development	385	1.00	4.40	3.4847	.75498
Employees Turnover	385	1.40	5.00	3.7990	.41079

Table 4 shows the minimum, maximum, mean and standard deviation each factor based on responses from 385 participants. It also includes the range of responses (minimum and maximum values) for each variable. The responses for the economic factor range from a minimum of 1.00 to a maximum of 4.80, with a mean of 3.5262 and a standard deviation of 0.87176. The mean value indicates that respondents generally rated economic factors positively, leaning toward the higher end of the scale. The relatively high standard deviation reflects a moderate variability in perceptions among the respondents, suggesting differing opinions on the economic aspects impacting their work environment.

The working environment factor has a minimum value of 1.60 and a maximum value of 4.60. The mean is 3.8966, and the standard deviation is 0.62767. The mean indicates a favorable perception of the working environment among respondents, with most

ratings clustering closer to the higher end of the scale. The smaller standard deviation suggests more consistent views across the participants regarding the working environment.

For the performance appraisal factor, responses range from 1.00 to 4.80, with a mean of 3.7377 and a standard deviation of 0.65531. The mean demonstrates that performance appraisal systems are viewed positively overall, although the variability (as shown by the standard deviation) indicates some differences in individual assessments of this factor.

The career development factor shows a range from 1.40 to 4.80, with the highest mean among all variables at 3.9792 and a standard deviation of 0.71632. The mean suggests that respondents generally perceive career development opportunities quite positively. However, the moderate standard deviation indicates some variation in opinions, reflecting diverse experiences or expectations concerning career advancement.

Organizational commitment has a range of 1.00 to 4.40, with a mean of 3.3631 and a standard deviation of 0.90634. The mean value, while positive, is slightly lower compared to other factors, suggesting that respondents feel moderately committed to their organizations. The higher standard deviation implies significant variability in levels of commitment among the participants, which could be influenced by individual or organizational factors.

Training and development factors have a minimum value of 1.00 and a maximum value of 4.40, with a mean of 3.4847 and a standard deviation of 0.75498. The mean indicates a generally favorable perception of training and development initiatives, while the standard deviation shows moderate variability in responses, indicating differing levels of satisfaction or access to such programs.

Employee turnover has a range from 1.40 to 5.00, with a mean of 3.7990 and the smallest standard deviation among all variables at 0.41079. The relatively high mean suggests that turnover is perceived as a notable concern, and the low standard deviation reflects a more uniform agreement among respondents about this issue.

4.1.3 Inferential Analysis

This section's primary goals are to outline the methodology for evaluating the empirical data and to test the hypothesis that was established and developed in the previous chapter. Through the application of inferential statistics, researchers can draw

conclusions or extrapolate findings from sample data to the entire population. It permits the use of one or more observational sample to comprehend population values. To ascertain whether observed differences between groups or variables are true or the result of random variation, inferential analysis tests hypotheses. It generates new data by extrapolating generalizations and predictions from samples. There are two analytic tools in this section, which are:

- i. Correlation analysis
- ii. Regression analysis

The relationship between the several independent and dependent variables related to the research is ascertained using correlation analysis. Any two variables' linear correlation is measured. Regression analysis is also performed in order to have a deeper comprehension of the degree of correlation between two or more variables. The impact of several independent factors on a single dependent variable is examined using multiple regression analysis. Therefore, to examine the effects of numerous independent variables on job-hopping behavior, multiple regression analysis is employed. The effect of perceived risk on the relationship between behavioral intention and willingness to learn and adapt is also examined using multiple regression analysis.

Correlation Analysis

To determine the relationships between the variables, correlation analysis was examined. The relationship between the many independent and dependent variables related to the research is ascertained using Pearson's Correlation analysis. Any two variables' linear correlation is measured.

The following five traditional rules form the foundation of correlation interpretation:

- A correlation of $r = 0$ to $.20$ suggests little to no association.
- $r(=.20$ to $.40)$ denotes a low degree of positive association.
- $(r =.40$ to $.60)$ denotes a moderately positive degree of association.
- The degree of connection is positive and noticeable when $r =.60$ to $.80$.
- $(r =.80$ to $1.00)$ denotes a strong and positive connection.

Every variable is handled equally, meaning that dependent and independent variables are not distinguished. When two variables tend to vary in the same direction at the same

time, they are said to be correlated. A direct or positive correlation exists when there is a tendency for both variables to increase or decrease together. Inverse or negative correlation occurs when one variable tends to increase while the other tends to decline.

Table 5

Correlation Analysis

		ET	EF	WEF	PAF	CDF	OC	TD
ET	Pearson Correlation	1						
	Sig. (2-tailed)							
EF	Pearson Correlation	.377**	1					
	Sig. (2-tailed)	.000						
WEF	Pearson Correlation	.392**	.833**	1				
	Sig. (2-tailed)	.000	.000					
PAF	Pearson Correlation	.156**	.786**	.746**	1			
	Sig. (2-tailed)	.002	.000	.000				
CDF	Pearson Correlation	.163**	.735**	.643**	.787**	1		
	Sig. (2-tailed)	.001	.000	.000	.000			
OC	Pearson Correlation	.307**	.777**	.628**	.763**	.769**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
TD	Pearson Correlation	.391**	.670**	.659**	.617**	.691**	.688**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	

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

N= 385

Table 5 presents the results of a correlation analysis examining the relationships between employee turnover (ET), the dependent variable, and six independent variables: economic factors (EF), working environment factors (WEF), performance appraisal factors (PAF), career development factors (CDF), organizational commitment (OC), and training and development (TD). The correlation between ET and EF is 0.377, indicating a moderate positive relationship. This suggests that as perceptions of economic factors (such as salary, benefits, and financial stability) improve, employee turnover decreases. The relationship is statistically significant, with a p-value of 0.000.

A correlation of 0.392 is observed between ET and WEF, signifying a moderate positive relationship. This implies that a better working environment is associated with lower employee turnover. The correlation is significant at the 0.01 level, with a p-value of 0.00. Similarly, the correlation between ET and PAF is weaker, at 0.156, but still positive and statistically significant ($p = 0.002$). This suggests that while performance appraisals impact employee turnover, the relationship is relatively less influential compared to other factors.

The correlation between ET and CDF is 0.163, indicating a weak but significant positive relationship ($p = 0.001$). This implies that opportunities for career development contribute to reducing turnover, though their impact may be less pronounced than other factors like working environment and economic factors. Likewise, the correlation between ET and OC is 0.307, showing a moderate positive relationship. Employees who exhibit greater organizational commitment are less likely to leave, highlighting the importance of fostering loyalty and attachment to the organization. The relationship is statistically significant, with a p-value of 0.000.

Lastly, a correlation of 0.391 is observed between ET and TD, which is moderate and statistically significant ($p = 0.000$). This indicates that access to effective training and development programs is associated with reduced employee turnover, underscoring the role of continuous learning and professional growth.

Regression Analysis

Only the presence or absence of a strong relationship between two variables may be determined by a correlation study. However, even if a correlation coefficient shows that two variables have a strong association, it is impossible to pinpoint the precise nature of that relationship. Regression analysis in this instance offers more details regarding the relationship's slope. It is employed to forecast and characterize the nature of a connection. This section ascertains which independent variable best accounts for result variability as well as the relative significance of dependent variable variability in relation to other variables.

Regression analysis makes the assumption that there is a causal link between two or more variables, whereas correlation analysis makes no such assumption. A single dependent variable is the subject of a simple linear regression, whereas a single dependent variable is the subject of multiple linear regressions, which illustrate the

effects of several independent variables. The degree of association between two variables is all that correlation analysis can reveal. Regression analysis is therefore performed in order to gain a deeper comprehension of the degree of correlation between two or more variables. The impact of several independent factors on a single dependent variable is examined using multiple regression analysis. Therefore, the impact of numerous independent variables on the employee turnover of Nepalese employees is examined using multiple regression analysis. Additionally, the effects of parents, peers, financial literacy, and self-control on the employee turnover of Nepalese employees are examined using multiple regression analysis. This is the equation that represents the impact of independent variables:

$$ET = \alpha + EF X_1 + WEF X_2 + PAF X_3 + CDF X_4 + OC X_5 + TD X_6 + e_i$$

Where,

ET = Employees Turnover (dependent variable)

EF = Economic Factor

WEF= Working Environment Factor

PAF = Performance Appraisal Factor

CDF= Career Development Factor

OC = Organizational Commitment

TD = Training and Development

α = Constant

β_1, β_2, \dots and β_6 = Regression coefficients of factor 1, 2.....and factor 6.

e_i = Error term

The following tables show the findings from the model summary, analysis of variance (ANOVA), and beta coefficients of influences of independent factors on the saving behavior of the Nepalese employee.

Table 6

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558a	.311	.300	.34369

a. Predictors: (Constant), TD, PAF, WEF, OC, CDF, EF

Table 6 shows a regression model analyzing the collective influence of the independent variables: economic factors (EF), working environment factors (WEF), performance appraisal factors (PAF), career development factors (CDF), organizational commitment (OC), and training and development (TD) on the dependent variable, employee turnover (ET).

The R^2 value of 0.311 shows that approximately 31.1% of the variability in employee turnover (ET) can be explained by the independent variables included in the model (EF, WEF, PAF, CDF, OC, TD). This means that the predictors collectively account for nearly one-third of the factors influencing employee turnover. While this is a significant proportion, it also implies that other factors not included in the model contribute to the remaining 68.9% of variability.

The adjusted R^2 value of 0.300 is slightly lower than the R^2 value, which is expected when adjusting for the number of predictors in the model. Adjusted R^2 compensates for the potential overestimation of R^2 due to the inclusion of multiple independent variables, providing a more accurate measure of the model's explanatory power. An adjusted R^2 of 0.300 indicates that 30% of the variability in employee turnover is reliably explained by the predictors, even when accounting for the complexity of the model.

Table 7

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.148	6	3.358	28.428	.000b
	Residual	44.651	378	.118		
	Total	64.800	384			

a. Dependent Variable: ET

b. Predictors: (Constant), TD, PAF, WEF, OC, CDF, EF

Table 7 presents the results of the Analysis of Variance (ANOVA) for the regression model. This analysis assesses whether the independent variables: economic factors (EF), working environment factors (WEF), performance appraisal factors (PAF), career development factors (CDF), organizational commitment (OC), and training and development (TD) collectively have a statistically significant impact on the dependent variable, employee turnover (ET).

The F-statistic is 28.428, tests the overall significance of the model, specifically whether the independent variables collectively explain a significant amount of the variance in ET. The significance value (p-value) is 0.000, indicating that the model is statistically significant at the 0.01 level. A p-value below 0.05 (or 0.01 in this case) confirms that the combined effect of the independent variables on the dependent variable is not due to random chance.

Table 8

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.149	.102		40.728	.000
EF	.133	.046	.283	2.901	.004
WEF	.221	.056	.337	3.969	.000
PAF	.284	.054	.454	5.275	.000
CDF	.172	.046	.300	3.726	.000
OC	.113	.037	.250	3.025	.003
TD	.160	.036	.294	4.386	.000

a. Dependent Variable: ET

Table 8 presents the regression coefficients that quantify the relationship between the independent variables—economic factors (EF), working environment factors (WEF), performance appraisal factors (PAF), career development factors (CDF), organizational commitment (OC), and training and development (TD)—and the dependent variable, employee turnover (ET). For economic factors (EF), the unstandardized beta value is 0.133, indicating that a one-unit increase in EF leads to a 0.133 increase in ET. The significant p-value (Sig. = 0.004) confirms that this relationship is statistically significant.

Likewise, working environment factors (WEF), the beta value is 0.221, suggesting a stronger effect; a one-unit increase in WEF increases ET by 0.221, with a highly significant p-value (Sig. = 0.000). Similarly, performance appraisal factors (PAF) have the largest effect, with a beta value of 0.284, meaning a one-unit improvement in PAF increases ET by 0.284; the significance is again confirmed (Sig. = 0.000).

Similarly, career development factors (CDF) have a beta of 0.172, signifying a moderate effect; a one-unit increase in CDF results in a 0.172 increase in ET (Sig. = 0.000). For organizational commitment (OC), the beta is 0.113, indicating a smaller but significant impact on ET (Sig. = 0.003). Finally, training and development (TD) has a beta value of 0.160, meaning a one-unit increase in TD increases ET by 0.160, with a highly significant p-value (Sig. = 0.000). These results show that all the independent variables significantly influence employee turnover, with performance appraisal and working environment factors showing the strongest effects.

4.2 Discussion

This study reveals that multiple factors significantly influence employee turnover (ET) in organizations. Among the independent variables, performance appraisal factors (PAF) exhibit the strongest influence on ET, followed by working environment factors (WEF) and career development factors (CDF). Economic factors (EF), organizational commitment (OC), and training and development (TD) also show significant, albeit relatively smaller, impacts on ET. The significant relationships emphasize the importance of fair performance evaluations, conducive working environments, and career growth opportunities in retaining employees.

When compared with studies by Lazzari et al. (2022) and Sainju et al. (2021), this research echoes the importance of organizational commitment and career growth opportunities. Lazzari et al. identified organizational commitment and work-life balance as significant predictors of turnover, aligning with the findings of this study regarding the influence of working environments and career development. Similarly, Sainju et al.'s emphasis on perceptions of management and growth opportunities resonates with the importance of fair appraisals and development opportunities highlighted here.

In contrast, studies like Podsakoff et al. (2020) and Silva et al. (2019) provide additional dimensions such as social support and economic factors, respectively. While this study finds economic factors significant, the effect size is smaller compared to other variables like performance appraisals. However, Silva et al.'s findings on job security and economic influences suggest that the relative importance of these factors may vary across contexts and industries. The findings of Kim and Lee (2020) and Cho and Song

(2017) underline organizational justice and trust, which are closely tied to performance appraisals and organizational commitment.

CHAPTER V

SUMMARY AND CONCLUSION

The study's summary of results and conclusion are presented in this chapter. Additionally, it presents the study's conclusions and findings, which are supported by the data analysis and hypothesis testing completed in the preceding chapter. The findings are summarized in the first section, the conclusion is presented in the second, and implication are presented in the third section of this chapter.

5.1 Summary

This study examine the impact of economic factor, working environment factor, career development factor, performance appraisal factor, training and development, organizational commitment on employee turnover in Nepalese hospitals. The descriptive and causal comparative research design was considered as an appropriate design. Self-administered survey was conducted with the set of close ended questionnaire. These types of questions are easy to answer as well as for analyze and response rate of the respondents is usually higher than open questions. The sampling method in this study follows non-probability sampling method as it is more cost effective and faster. Randomly selected 385 employees from two teaching hospitals with total sample size of 385 was surveyed.

The study explores the factors influencing employee turnover (ET) by examining multiple predictors, including economic factors, working environment, performance appraisals, career development, organizational commitment, and training and development. Through a comprehensive analysis of demographic data, descriptive statistics, correlation, and regression results, the research provides valuable insights into the dynamics of turnover within organizations. The respondents represent a diverse group, with a majority being female and belonging to younger age groups. The sample consists of professionals from various roles, including healthcare practitioners, administrative staff, and technical experts, with most having less than five years of work experience. Educational qualifications are concentrated around bachelor's and diploma levels, and the majority of respondents are employed in private healthcare institutions. This diversity ensures that the findings are relevant across multiple job categories and career stages.

The analysis of the variables shows that career development and the working environment are perceived as highly influential factors, reflecting their importance in the workplace. However, organizational commitment is identified as an area where employees feel less satisfied, indicating a potential area for improvement in retaining employees by fostering a stronger sense of belonging and loyalty. The study reveals significant relationships between all the independent variables and employee turnover. The working environment and training opportunities stand out as particularly influential in shaping turnover decisions. Moreover, the interrelationships among predictors suggest that these factors are interconnected, underscoring the need for a holistic approach to addressing retention challenges.

The regression analysis highlights that the independent variables collectively explain a significant portion of the variation in employee turnover. The results confirm that while these factors are critical, other unexplored influences also contribute to turnover. The statistical tests validate the model's overall effectiveness, showing that the predictors meaningfully affect turnover rates.

5.2 Conclusion

The study shows valuable insights into the factors influencing employee turnover, highlighting the complex interplay between organizational and individual considerations. It emphasizes that turnover is not driven by a single factor but rather by a combination of elements, including economic conditions, workplace environment, performance evaluations, career advancement opportunities, organizational commitment, and training programs. These findings suggest that addressing turnover requires a holistic approach, focusing on multiple areas simultaneously.

One of the most critical insights is the significant role of performance appraisals in influencing employee retention. Organizations must ensure that evaluation systems are transparent, fair, and constructive, as employees are more likely to stay when they feel their contributions are recognized and rewarded appropriately. Similarly, the working environment, including physical conditions, interpersonal relationships, and support systems, is another key area requiring attention. Employees thrive in workplaces that are conducive to collaboration, comfort, and mutual respect.

Career development opportunities and training programs also emerge as essential components in reducing turnover. Employees are more likely to remain with

organizations that invest in their growth and provide avenues for learning and advancement. These factors not only enhance job satisfaction but also foster a sense of long-term commitment to the organization. Additionally, economic considerations and organizational commitment, while slightly less impactful, still play a significant role in shaping turnover behaviors, especially in competitive job markets.

In conclusion, the study concludes that organizations aiming to reduce employee turnover should adopt a comprehensive strategy that addresses the diverse needs and expectations of their workforce. By improving workplace conditions, recognizing employee contributions, fostering growth opportunities, and strengthening organizational commitment, businesses can not only retain their talent but also build a more engaged and motivated workforce. Further research is encouraged to explore other potential factors influencing turnover and to refine retention strategies for different industries and demographic groups.

5.3 Implications

The findings of the study have the following implications:

Managerial Implications

The findings of this study provide several actionable recommendations for managers and organizational leaders aiming to reduce employee turnover and improve workforce retention. First, the significant impact of performance appraisals highlights the need for fair, transparent, and constructive evaluation systems. Managers should prioritize regular feedback and recognition of employee contributions to build trust and motivation among staff. Training and development programs also play a crucial role, underscoring the importance of continuous skill enhancement opportunities. Organizations should invest in professional development initiatives, such as workshops, certifications, and mentoring, to empower employees and foster loyalty.

Additionally, the working environment is a significant determinant of turnover, suggesting that managers should cultivate a supportive and inclusive workplace culture. This includes fostering open communication, addressing conflicts proactively, and ensuring safe and comfortable working conditions. Career development pathways, such as promotions and role enrichment opportunities, should also be clearly defined and accessible to employees. Managers must ensure that employees see a future within the organization to reduce turnover intentions.

Finally, economic factors and organizational commitment, though slightly less influential, remain critical. Managers should periodically review compensation structures to ensure they are competitive and aligned with industry standards. Building a strong organizational culture that values employee engagement, teamwork, and shared goals can further enhance commitment and reduce turnover.

Future Research Implications

The study opens several avenues for future research to deepen the understanding of employee turnover and its drivers. While this research focused on specific factors, future studies could explore other dimensions, such as psychological factors (e.g., job stress, burnout), external labor market conditions, or the role of leadership styles in influencing turnover. Cross-industry comparisons could also be conducted to determine whether the findings are consistent across different sectors or specific to the industry examined in this study.

Additionally, longitudinal studies tracking employee behavior over time could provide insights into how turnover intentions evolve and which interventions are most effective in retaining staff. The inclusion of qualitative methods, such as interviews or focus groups, could further enrich the understanding of employees' lived experiences and motivations behind their decisions to stay or leave. Researchers might also explore the impact of emerging workplace trends, such as remote work and digital transformation, on turnover dynamics.

Lastly, expanding the geographic and cultural scope of the research could offer valuable insights into how regional and cultural differences influence turnover patterns. This would help managers and policymakers design tailored retention strategies that account for diverse workplace environments and employee expectations.

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Appendix

Questionnaire

Part I

Gender	a) Male	b) Female
Age	a) Under 20 c) 31-40 e) Above 50	b) 20-30 d) 41-50
Qualification (Highest Degree)	a) Diploma c) Master	b) Bachelor d) Above Master
Present Position: (please tick)	a) Diploma c) Health Assistance e) Others	b) Nurse d) Lab Technicians
Working Experience	a) Up to 5 years c) 10-15 years	b) 5-10 years d) above 15 years
Types of Hospital	a) Private c) Community	b) Government

Below are several statements about you with which you may agree or disagree. Please give your responses as follows:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

S.N.	Economic Factor	1	2	3	4	5	Source
1.	The salary offered by my organization is competitive compared to other hospital in Nepal.						Hossain et. al (2017)

2.	The increment policy of my organization motivates me to stay and grow within the company.						Hossain et. al (2017)
3.	Availability of loan facilities in my organization influences my decision to remain employed here.						Hossain et. al (2017)
4.	The bonus policy of my organization contributes to my job satisfaction and retention.						Hossain et. al (2017)
5.	The pension policy offered by my organization affects my decision to continue working here.						Hossain et. al (2017)
	Working Environment Factor	1	2	3	4	5	
1.	The work environment in my organization is conducive to productivity and job satisfaction.						Hossain et. al (2017)
2.	My supervisor's behavior significantly impacts my intention to stay with the organization.						Hossain et. al (2017)
3.	The working hours provided by my organization allow for a comfortable work-life balance.						Hossain et. al (2017)
4.	The leave policy of my organization meets my needs and contributes to my job satisfaction.						Hossain et. al (2017)
5.	I perceive that the workload distribution in my organization is fair and equitable among employees.						Hossain et. al (2017)
	Performance Appraisal Factor	1	2	3	4	5	
1.	The assessment and performance appraisal system in my organization is fair and transparent.						Hossain et. al (2017)

2.	I feel adequately rewarded for my good performance in my organization.						Hossain et. al (2017)
3.	The promotion policy of my organization is transparent and based on merit.						Hossain et. al (2017)
4.	I perceive that there are consequences for poor performance in my organization.						Hossain et. al (2017)
5.	The promotion policy of my organization is fair and unbiased.						Hossain et. al (2017)
	Career Development Factor	1	2	3	4	5	
1.	My organization provides ample opportunities for career development.						Hossain et. al (2017)
2.	I feel secure in my job position within the organization.						Hossain et. al (2017)
3.	The training programs offered by my organization contribute to my professional growth.						Hossain et. al (2017)
4.	My overall job satisfaction is influenced by the career development opportunities provided by my organization.						Hossain et. al (2017)
5.	I am aware of other job opportunities within or outside the health sector that may influence my decision to stay with my current organization.						Hossain et. al (2017)
	Organizational Commitment	1	2	3	4	5	
1.	I would be very happy to spend the rest of my career with this hospital.						Hassan (2019)

2.	It would be very hard for me to leave my hospital right now, even if I wanted to.						Hassan (2019)
3.	I would feel guilty if I left my hospital now.						Hassan (2019)
4.	I will continue to work in the hospital, even if hospital will not provide me annual increase.						Hassan (2019)
5.	I can spare overtime for the hospital, if my hospital need of it.						Hassan (2019)
	Training and Development	1	2	3	4	5	
1.	My organization provides us online training courses.						Tanwar and Prasad (2016)
2.	My organization organizes various conferences, workshops and training programmes on regular basis.						Tanwar and Prasad (2016)
3.	My organization offers opportunities to work on foreign projects.						Tanwar and Prasad (2016)
4.	Skill development is a continuous process in my organization.						Tanwar and Prasad (2016)
5.	My organization communicates clear advancement path for its employees.						Tanwar and Prasad (2016)
	Job Satisfaction	1	2	3	4	5	
1.	Regarding salary, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.						Hassan (2019)

2.	All necessary fringe benefits are provided in my organization (e.g. health insurance, transport allowance, provident fund/pension, and different types of loans).						Hassan (2019)
3.	I intend to leave this company within a short period of time.						Hassan (2019)
4.	Regarding promotion, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years.						Hassan (2019)
5.	I am satisfied with the job assignments allotted to me.						Hassan (2019)
	Employees Turnover	1	2	3	4	5	
1.	Most often I think for switching and I intend to join another organization.						Hassan (2019)
2.	If I get a chance, I will join any Private Hospital in Nepal.						Hassan (2019)
3.	I am totally satisfied with my existing organization, I do not think for switching.						Hassan (2019)
4.	Poor Salary and poor benefits are the main causes of Employee Turnover.						Hassan (2019)
5.	Supervisor behavior is also one of the major cause of Employee Turnover						Hassan (2019)

Thank You!!!

Gander

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	229	59.5	59.5	59.5
	Male	156	40.5	40.5	100.0
	Total	385	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	142	36.9	36.9	36.9
	31-40	99	25.7	25.7	62.6
	41-50	54	14.0	14.0	76.6
	Above 50	19	4.9	4.9	81.6
	Under 20	71	18.4	18.4	100.0
	Total	385	100.0	100.0	

QualificationHighestDegree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Above Master	22	5.7	5.7	5.7
	Bachelor	133	34.5	34.5	40.3
	Diploma	2	.5	.5	40.8
	Diploma/intermediate	128	33.2	33.2	74.0
	Master	100	26.0	26.0	100.0
	Total	385	100.0	100.0	

PresentPosition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative	55	14.3	14.3	14.3
	Doctor	48	12.5	12.5	26.8
	Health Assistance	50	13.0	13.0	39.7

Lab Technicians	50	13.0	13.0	52.7
Nurse	123	31.9	31.9	84.7
Other	59	15.3	15.3	100.0
Total	385	100.0	100.0	

WorkingExperience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10-15 years	53	13.8	13.8	13.8
	5-10 years	105	27.3	27.3	41.0
	Above 15 years	28	7.3	7.3	48.3
	Up to 5 years	199	51.7	51.7	100.0
	Total	385	100.0	100.0	

TypesofHospital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Community	28	7.3	7.3	7.3
	Government	73	19.0	19.0	26.2
	Private	284	73.8	73.8	100.0
	Total	385	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EF	385	1.00	4.80	3.5262	.87176
WEF	385	1.60	4.60	3.8966	.62767
PAF	385	1.00	4.80	3.7377	.65531
CDF	385	1.40	4.80	3.9792	.71632
OC	385	1.00	4.40	3.3631	.90634
TD	385	1.00	4.40	3.4847	.75498
ET	385	1.40	5.00	3.7990	.41079
Valid N (listwise)	385				

Correlations

	ET	EF	WEF	PAF	CDF	OC	TD
--	----	----	-----	-----	-----	----	----

ET	Pearson Correlation	1	-.377**	-.392**	-.156**	-.163**	-.307**	-.3
	Sig. (2-tailed)		.000	.000	.002	.001	.000	.
	N	385	385	385	385	385	385	
EF	Pearson Correlation	.377**	1	.833**	.786**	.735**	.777**	.6
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.
	N	385	385	385	385	385	385	
WEF	Pearson Correlation	.392**	.833**	1	.746**	.643**	.628**	.6
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.
	N	385	385	385	385	385	385	
PAF	Pearson Correlation	.156**	.786**	.746**	1	.787**	.763**	.6
	Sig. (2-tailed)	.002	.000	.000		.000	.000	.
	N	385	385	385	385	385	385	
CDF	Pearson Correlation	.163**	.735**	.643**	.787**	1	.769**	.6
	Sig. (2-tailed)	.001	.000	.000	.000		.000	.
	N	385	385	385	385	385	385	
OC	Pearson Correlation	.307**	.777**	.628**	.763**	.769**	1	.6
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.
	N	385	385	385	385	385	385	
TD	Pearson Correlation	.391**	.670**	.659**	.617**	.691**	.688**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	385	385	385	385	385	385	

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558 ^a	.311	.300	.34369

a. Predictors: (Constant), TD, PAF, WEF, OC, CDF, EF

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.148	6	3.358	28.428	.000 ^b
	Residual	44.651	378	.118		
	Total	64.800	384			

a. Dependent Variable: ET

b. Predictors: (Constant), TD, PAF, WEF, OC, CDF, EF

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	4.149	.102		40.728	.000
	EF	.133	.046	.283	2.901	.004
	WEF	.221	.056	.337	3.969	.000
	PAF	.284	.054	.454	5.275	.000
	CDF	.172	.046	.300	3.726	.000
	OC	.113	.037	.250	3.025	.003
	TD	.160	.036	.294	4.386	.000

a. Dependent Variable: ET

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ABSTRACTS The main goal of this study examine the impact of economic factor, working environment factor, career development factor, performance appraisal factor, training and development, organizational commitment on employee turnover in Nepalese hospitals. . The descriptive and causal comparative research design was considered as an appropriate design. Self-administered survey was conducted with the set of close ended questionnaire. The sampling method in this study follows non-probability sampling method as it is more cost effective and faster. Randomly selected 385 employees from two teaching hospitals with total sample size of 385 was surveyed. The study explores the factors influencing employee turnover (ET) by examining multiple predictors, including ET economic factors, working environment, performance appraisals, career development, organizational commitment, and training and development. Through a comprehensive analysis of demographic data, descriptive statistics, correlation, and regression results, the research provides valuable insights into the dynamics of turnover within organizations. The respondents represent a diverse group, with a majority being female and belonging to younger age groups. The sample consists of professionals from various roles, including healthcare practitioners, administrative staff, and technical experts, with most having less than five years of work experience. Educational qualifications are concentrated around bachelor's and diploma levels, and the majority of respondents are employed in private healthcare institutions. This diversity ensures that the findings are relevant across multiple job categories and career stages. The regression analysis highlights that the independent variables collectively explain a significant portion of the variation in employee turnover. The results confirm that while these factors are critical, other unexplored influences also contribute to turnover. The statistical tests validate the model's overall effectiveness, showing that the predictors meaningfully affect turnover rates. Key words: Employees Turnover, Economic Factor, Working