
Employee Turnover Behavior in Nepalese Commercial Banks

Prakash Shrestha, Ph.D.

Associate Professor, Nepal Commerce Campus

Tribhuvan University, Kathmandu

Email: prakash.shrestha1@ncc.tu.edu.np

<https://orcid.org/0000-0002-6973-9343>

Guna Raj Chhetri, Ph.D.

Associate Professor, Balkumari College, TU

E-mail: grchhetri1@gmail.com (Corresponding author)

<https://orcid.org/0009-0004-5195-2228>

Babu Ram Panthi, Ph.D. Scholar

Associate Professor, Balkumari College, TU

Email: panthibr@gmail.com

ABSTRACT

This study focused on employee turnover behavior specifically within Nepalese commercial banks. The main goal was to examine the key factors influencing why employees leave their jobs in service sector organizations. The analysis centered around five important areas: workload and job stress, job satisfaction, career development, working environment, and compensation and benefits. The results revealed that all these factors significantly shape employees' intentions to quit their current positions. Among these, compensation and benefits had the strongest impact, suggesting that employees tend to stay longer in organizations that provide fair, transparent, and competitive pay and rewards. Workload and job stress also played a crucial role, showing that heavy workloads and poorly managed stress increase the likelihood of employees wanting to leave. The findings also align with other studies, reinforcing the idea that employee turnover is a complex issue influenced by a mix of stress management, career growth opportunities, compensation, work environment, and social support. The differences found across various studies highlight the importance of considering the unique circumstances and context of each organization when developing strategies to retain employees. This research adds to the existing knowledge by confirming global patterns within the Chitwan context, while also pointing out local specifics—such as the particularly strong influence of compensation and workload management on employee turnover decisions in this area.

Keywords: Workload & Job Stress, Job satisfaction, Career development, Working environment, Compensation & Benefits, Employee turnover behavior.

Introduction

Employee turnover has a significant impact on organizational performance, especially in the banking sector where retaining skilled and experienced staff is essential for maintaining strong customer relationships and delivering high-quality service. Globally, turnover is influenced by factors such as job dissatisfaction, limited career growth, compensation, and poor work-life balance. High turnover disrupts operations, increases costs, and reduces institutional knowledge. In developing countries like Nepal, these effects are more severe due to limited training resources and a smaller pool of qualified professionals.

Over the past two decades, Nepal's banking sector has undergone major changes due to liberalization, technology, and competition, leading to a higher demand for skilled professionals but also rising stress and job dissatisfaction (Shrestha, 2022). This has caused a steady increase in employee turnover, driven by factors such as low compensation, limited career growth, and unfavorable work environments. In the Chitwan district—an emerging financial hub—banks face specific retention challenges shaped by local economic conditions, cultural factors, and alternative job opportunities (Ghimire, 2021). High job stress, workload, and burnout are key contributors to turnover, especially in a fast-paced banking environment (Newman, 2018).

Low job satisfaction, caused by poor management, lack of autonomy, and monotonous work, further intensifies turnover risk. Additionally, the absence of clear career development paths and promotion opportunities makes

employees more likely to seek better prospects elsewhere. A toxic or unsupportive work culture, characterized by poor communication and unfair practices, also increases dissatisfaction and turnover (Shrestha, 2025). Compensation plays a crucial role as well; when financial rewards do not meet expectations, retention becomes difficult, particularly in regions like Chitwan. Understanding these issues is vital for crafting effective retention strategies, improving job satisfaction, and ensuring long-term sustainability for Nepalese banks.

Employee turnover in Nepalese commercial banks, especially in Chitwan, is driven by limited career growth, poor compensation, high stress, and inadequate training. Management's focus on cost-cutting over employee development worsens the issue. A lack of clear advancement paths, unsupportive work environments, and job dissatisfaction further fuel turnover. Aligning organizational goals with employee aspirations and improving work conditions are key to improving retention. Based on these realities, This study aims to analyze the factors affecting employee turnover behavior in Nepalese commercial banks in the Chitwan district. Furthermore, it aims to assess the relationship between factors affecting employee turnover behavior in Nepalese commercial banks and to investigate the impact of workload & job stress, job satisfaction, career development, working environment, and compensation & benefits on employee turnover behavior in Nepalese commercial banks.

Review of Literature

Theoretical Review

Employee turnover behavior refers to the process by which individuals leave an organization, either voluntarily or involuntarily, and is influenced by internal organizational factors (like management practices and career opportunities), individual psychological traits (such as motivation and perceived fairness), and external conditions (including job market trends and economic factors). High turnover can disrupt operations, reduce institutional knowledge, raise recruitment and training costs, and negatively affect the morale of remaining staff.

Herzberg's Two-Factor Theory (2009) categorizes influences on employee behavior into motivators and hygiene factors. Motivators—such as recognition, responsibility, and career growth—enhance job satisfaction and retention. Hygiene factors—like salary, work conditions, and job security—do not increase satisfaction when present but cause dissatisfaction when lacking. Effective retention strategies should therefore focus on both reducing dissatisfaction through adequate hygiene factors and increasing satisfaction through motivators.

Mitchell's Job Embeddedness Theory (2010) further explains employee retention by emphasizing how employees' ties to their jobs, community, and career influence their decision to stay. These include social connections, alignment between personal and organizational values, and the perceived cost of leaving. Even dissatisfied employees may remain if their level of embeddedness is strong. This theory highlights that retention is also shaped by non-work factors and social relationships, not just workplace conditions.

Empirical Review

The studies reviewed explore multiple factors influencing employee turnover in the banking sector, with a particular focus on Nepalese commercial banks. Key determinants include work environment, supervisory support, compensation, job satisfaction, stress, career growth, organizational culture, and HRM practices. Gautam (2018) emphasizes that poor physical work conditions, lack of supervisory support, and poor work-life balance increase turnover. Similarly, Mohammed (2018) and Adeniji (2019) highlight inadequate compensation, limited career development, and job stress as major causes, advocating for clear advancement paths and employee involvement to boost retention.

Dhakal (2019) and Damayanthi (2019) find that factors like financial rewards, job transfers, peer relationships, and promotion opportunities significantly influence turnover, while job satisfaction mediates these effects. Agrawal (2020) and Karki (2020) point out that coaching and role clarity help reduce stress and turnover, while Adhikari (2021) stresses the importance of organizational justice and leadership empowerment.

Further, Arora (2021), Ghimire (2024), and Chaudhary (2022) reinforce the importance of employee engagement, positive culture, and management awareness in retention. Studies by Chipunza (2022) and Pradhan et al. (2024) reveal that both intrinsic motivators (e.g., recognition) and equitable compensation reduce turnover. Finally, Huang (2023) confirms that job satisfaction, organizational commitment, and work-life balance are crucial for retaining employees. Overall, a multifaceted approach addressing both intrinsic and extrinsic factors is essential to reduce turnover and enhance employee retention in the banking sector.

The studies reviewed emphasize that both organizational and personal factors critically influence employee turnover in the banking sector. Kyndt (2023) identifies professional development, supportive work environments, and alignment of personal and organizational values as key to retention. Employees are more loyal when given growth opportunities, supportive colleagues, and shared values with the organization. Oginni (2023) highlights job stress—especially job insecurity—as a major cause of turnover in Nigerian banks. Other stressors include poor work materials and unfavorable policies. Reducing stress through better job security and improved resources

is vital for retention.

Barton (2024) confirms that higher job satisfaction significantly reduces turnover intentions. Satisfaction arises from fair compensation, growth opportunities, supportive relationships, and meaningful work. Improving these factors leads to stronger employee loyalty and organizational performance. Palikhe (2024) and Pradhananga (2024) investigate turnover in Nepalese banks, identifying work ambiguity, job insecurity, work-life conflict, and overload as significant stressors increasing turnover intentions. Conversely, strong peer relationships and a positive work environment help retain staff by mitigating stress. Both studies recommend role clarity, manageable workloads, and supportive environments to reduce turnover.

In fact, addressing factors such as job insecurity and workload while promoting satisfaction through support, development, and clear communication are essential for minimizing turnover in the banking sector.

While many studies explore employee turnover in various sectors and countries, there is limited research focusing on the Nepalese commercial banking sector, especially in the Chitwan district. Most existing studies look at individual factors like job satisfaction or compensation separately and focus on turnover intentions rather than actual turnover behavior. Additionally, unique regional factors in Chitwan—such as local job opportunities and socio-cultural influences—are largely overlooked. This creates a research gap in understanding how multiple factors like workload, job stress, career development, work environment, and compensation collectively impact employee turnover in this area. Addressing this gap is crucial for creating effective retention strategies in Nepalese banks.

Research Methods

Research design is the plan that is used to generate answers to research problems. Descriptive statistics and inferential statistics will be used to analyze the data. Employee turnover behavior has been taken as the dependent variable and workload & job stress, job satisfaction, career development, working environment, and compensation & benefits have been taken as independent variables.

Population and Sample

The population of the study consists of all the employees working in commercial banks located in Chitwan district. A sample size of 384 respondents has been considered for this study. This non-random sampling method was chosen to specifically target employees working in commercial banks in Chitwan, ensuring a focused and relevant sample for studying employee turnover behavior. A five-point Likert scale questionnaire, ranging from strongly agree to strongly disagree, was used to gather primary data on factors affecting employee turnover behavior in commercial banks in Chitwan district. Data were collected through the surveys were analyzed using statistical methods, including mean, standard deviation, correlation analysis and regression analysis.

The multiple regression model is as follow:

$$ETB = \beta_0 + \beta_1 WJS + \beta_2 JS + \beta_3 CD + \beta_4 WE + \beta_5 CB + \varepsilon \dots (i)$$

Where,

ETB = Employee Turnover Behavior

WJS = Workload & Job Stress

JS = Job Satisfaction

CD = Career Development

WE = Working Environment

CB = Compensation and Benefits

β_0 = Intercept of the dependent variable

Research Framework

Based on a review of existing scholarly literature, this study systematically identifies and analyzes six factors, comprising 30 variables that collectively shape the complex landscape of employee turnover behavior.

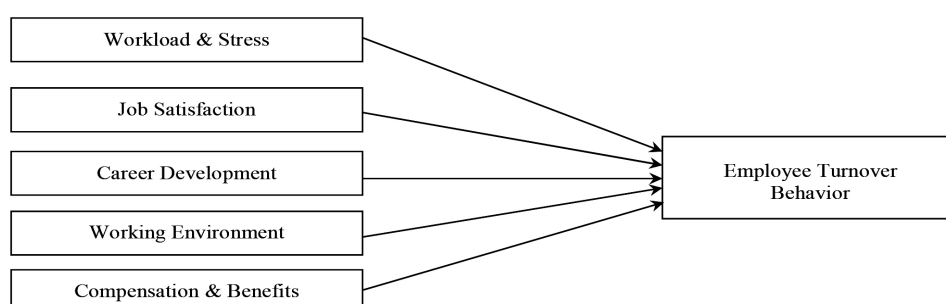


Figure 1: Research Framework for the Study

Validity and Reliability

The questionnaire's validity was ensured by basing it on established instruments and consulting experts for content accuracy, while construct validity will be confirmed through factor analysis. Reliability will be measured using Cronbach's Alpha, with a threshold of 0.70 for consistency. A pilot test will also be conducted to refine the questionnaire. These steps aim to ensure the study produces reliable and valid results on factors affecting employee turnover behavior.

Table 1: Cronbach's Alpha Coefficient Reliability Statistic

Construct	Cronbach's Alpha	No of Items
Employee Turnover Behavior	0.661	5
Workload and Job Stress	0.746	5
Job Satisfaction	0.632	5
Career Development	0.490	5
Working Environment	0.567	5
Compensation and Benefits	0.791	5
Overall	0.909	30

Table 1 shows the reliability of the study's constructs using Cronbach's Alpha. The overall reliability for all 30 items is excellent at 0.909. Compensation and Benefits scored the highest reliability (0.791), followed by Workload and Job Stress (0.746). Employee Turnover Behavior (0.661) and Job Satisfaction (0.632) showed acceptable but slightly lower reliability. Working Environment (0.567) and Career Development (0.490) had weaker reliability, indicating these areas may need improvement for better consistency in future research.

Results and Findings

Understanding the demographic profile is essential, as it provides context for interpreting the responses and identifying patterns related to employee turnover behavior. The profile includes key variables such as age, gender, and educational qualification.

Table 2: Demographic Profile of the Respondents

Gender	Frequency	Percent
Male	140	36.5
Female	244	63.5
Total	384	100
Age Groups	Frequency	Percent
23 Years - 30 Years	125	32.6
30 Years - 40 Years	146	38.0
40 Years - 50 Years	84	21.8
Above 50 Years	29	7.6
Total	384	100
Education	Frequency	Percent
+2 Level	74	19.3
Bachelor Degree	228	59.4
Master's Degree and above	82	21.4
Total	384	100

Source: Field Survey-2025

The demographic profile of the respondents reveals several key insights about the employees working in selected commercial banks in Chitwan. Among the 384 participants, a majority—244 individuals or 63.5%—were female, while 140 respondents, making up 36.5%, were male. This suggests a higher level of female participation in the study, which may reflect either the gender composition within these banks or a greater willingness among female employees to engage in such surveys.

In terms of age distribution, most respondents fall within the age group of 30 to 40 years, accounting for 38.0%

(146 individuals) of the sample. This is followed by 125 respondents aged between 23 to 30 years, representing 32.6%. Employees aged 40 to 50 years make up 21.8% of the participants, while only a small portion, 7.6% (29 individuals), are over 50 years old. These figures indicate that the majority of bank employees are in their early to mid-career stages, particularly concentrated in the 30 to 40 age bracket.

When looking at educational qualifications, the data shows that a significant number of respondents are well-educated. The majority, 59.4% (228 individuals), hold a Bachelor's degree, while 21.4% (82 respondents) have attained a Master's degree or higher. Meanwhile, 19.3% (74 respondents) have completed education up to the +2 level. This highlights a strong educational foundation among the bank employees, with most having at least a Bachelor's degree, which is likely to contribute positively to the performance and service quality within the banking sector in the region.

Descriptive Analysis

In this research, the characteristics of the sample and their responses were analyzed using descriptive statistics, specifically focusing on the mean and standard deviation. A five-point Likert scale was used to gather participants' opinions on various questions, where 1 represented 'Strongly Disagree', 2 'Disagree', 3 'Neutral', 4 'Agree', and 5 'Strongly Agree'. The mean scores provide an overall sense of how participants generally responded to each item, while the standard deviation shows how much individual responses varied from the average. This approach helps to summarize the data in a clear and meaningful way, making it easier to understand overall trends and patterns in the participants' views.

Employee Turnover Behavior

This section analyzes the dependent variable, Employee Turnover Behavior, using responses from commercial bank employees in Chitwan. By calculating the mean and standard deviation for each item, the analysis captures overall trends in employees' intentions to stay or leave their current jobs. It focuses on key aspects such as the likelihood of seeking new employment, considering resignation, and level of organizational commitment. The results offer a general understanding of turnover tendencies among respondents and lay the groundwork for further analysis involving related influencing factors.

Table 3: Descriptive Statistics of Employee Turnover Behavior

Statement	Mean	SD
I am currently considering leaving my current job.	2.41	1.11
I frequently think about searching for a new job outside this organization.	3.65	0.78
I feel committed to my current organization and do not plan to leave soon.	3.67	0.84
I believe there are better job opportunities for me outside this organization.	3.26	0.80
If given an opportunity, I would leave my current job within the next six months.	3.81	0.75

Source: Field Survey-2025

Table 3 highlights how employees feel about leaving their current jobs. The statement with the highest average response—"If given an opportunity, I would leave my current job within the next six months"—suggests that many employees are open to leaving if a better option comes along. The most varied responses were seen in the statement "I am currently considering leaving my current job," showing that employees have mixed feelings about this. Overall, the results indicate a noticeable tendency among employees to think about leaving their jobs, though the strength of this feeling varies from person to person.

Workload and Job Stress

This section summarizes employees' perceptions of workload and job stress using descriptive statistics. Based on responses to questions about long hours, tight deadlines, work pressure, and mental exhaustion, the analysis explores how these factors impact daily performance and job satisfaction. By examining the mean and standard deviation of responses, the study highlights the overall level of stress employees experience and helps identify how workload-related stress may influence their intention to leave their jobs in commercial banks in Chitwan.

Table 4: Descriptive Statistics of Workload and Job Stress

Statement	Mean	SD
I often feel overwhelmed by the amount of work assigned to me.	3.62	0.77
My workload interferes with my ability to maintain a healthy work-life balance.	3.70	0.86
I feel pressured to meet unrealistic deadlines at work.	3.34	0.82
The stress from my job affects my overall well-being.	3.92	0.81
I believe my workload is fairly distributed among team members.	3.67	0.89

Source: Field Survey-2025

Table 4 summarizes employees' responses related to workload and job stress. The highest average rating (3.92) is for the statement about job stress affecting overall well-being, showing that many employees feel their health is impacted by work-related stress. The greatest variation in responses (standard deviation of 0.89) is seen in views on fair workload distribution, indicating differing opinions among staff. Overall, the results suggest that while stress is a common experience, perceptions of how workload is shared vary significantly.

Job Satisfaction

This section looks at how satisfied employees are with different aspects of their jobs. It includes their views on job roles, responsibilities, recognition, and overall work experience. By using the average scores (mean) and variation in responses (standard deviation), the analysis gives a clear picture of how content employees feel in their current positions. Understanding these satisfaction levels is important, as they play a key role in employee motivation, commitment to the organization, and whether they might consider leaving their jobs.

Table 5: Descriptive Statistics of Job Satisfaction

Statement	Mean	SD
I am satisfied with the tasks and responsibilities assigned to me.	3.54	0.78
I feel valued and appreciated for my contributions at work.	3.68	0.68
I am satisfied with the level of autonomy I have in my job.	3.40	0.83
My job meets my expectations in terms of growth and learning.	3.27	0.96
I am happy with the overall work environment in this organization.	3.31	0.86

Source: Field Survey-2025

Table 5 presents data on job satisfaction among employees. The highest average response (3.68) is for feeling valued and appreciated, suggesting that recognition is generally positive. However, the greatest variation in responses (standard deviation of 0.96) relates to growth and learning opportunities, indicating mixed views in this area. Overall, the results reflect a moderate level of job satisfaction, with differing experiences when it comes to personal development.

Career Development

This section provides a descriptive analysis of the independent variable Career Development, focusing on how employees perceive growth opportunities within their organization. It is based on responses to statements about training programs, promotion prospects, skill development, and support for professional advancement. Using mean and standard deviation, this analysis summarizes how well employees feel their career progression is supported by the company.

Table 6: Descriptive Statistics of Career Development

Statement	Mean	SD
I am satisfied with the training and development programs provided by the organization.	3.47	0.83
I believe there are clear paths for career advancement in this organization.	3.66	0.82
The organization provides adequate opportunities for me to improve my skills.	3.38	0.81
I am confident that my career goals align with the organization's opportunities.	3.46	0.85
I feel my potential for promotion is fairly assessed by the organization.	3.42	0.79

Source: Field Survey-2025

Table 6 summarizes employees' views on career development. Most respondents agree that there are clear opportunities for advancement, as shown by the highest average score of 3.66. However, opinions vary more when it comes to how well their personal career goals align with what the organization offers. Overall, the data shows a generally positive outlook on career growth, though individual experiences differ.

Working Environment

This section looks at how employees feel about their working environment, including factors like safety, cleanliness, and relationships with coworkers, support from managers, and the overall workplace culture. Using average scores and variation in responses, the analysis helps understand how these conditions impact employees. A positive work environment is important because it usually leads to higher job satisfaction, better performance, and fewer employees leaving their jobs.

Table 7: Descriptive Statistics of Working Environment

Statement	Mean	SD
I feel comfortable and safe in my current work environment.	3.60	0.81
My workplace fosters positive relationships among colleagues.	3.67	0.89
The organization provides the necessary resources and tools for me to perform my job effectively.	3.70	0.86
The management supports open communication and feedback in the workplace.	3.34	0.82
I feel the workplace environment encourages creativity and innovation.	3.92	0.81

Source: Field Survey-2025

Table 7 shows employees' views on their working environment. Most agree that their workplace encourages creativity and innovation, with the highest average score of 3.92. However, opinions are more mixed when it comes to how positive relationships among colleagues are, as reflected by the wider range of responses. Overall, employees have a generally positive outlook on their work environment, especially regarding support for new ideas, though feelings about coworker relationships vary.

Compensation and Benefits

This section looks at how employees feel about their compensation and benefits, including their salary, bonuses, incentives, and other rewards from the organization. It's based on survey responses about satisfaction with pay, fairness in how compensation is given, and benefits like health insurance, allowances, and retirement plans. The analysis uses average scores and variation to give a clear picture of employees' overall views on these financial and non-financial rewards.

Table 8: Descriptive Statistics of Compensation and Benefits

Statement	Mean	SD
I am satisfied with my current salary compared to the work I do.	3.65	0.78
The organization offers competitive benefits compared to other companies in the industry.	3.67	0.84
I believe the organization has a fair and transparent compensation policy.	3.81	0.75
The rewards and incentives provided by the organization motivate me to perform better.	3.62	0.77
I feel my compensation reflects the level of effort and expertise I bring to the job.	3.70	0.86

Source: Field Survey-2025

Table 8 highlights employees' thoughts on compensation and benefits. Most people agree that the organization's pay system is fair and transparent, with the highest average score of 3.81. However, opinions differ more when it comes to whether their pay truly matches the effort and skills they bring to their job. Overall, employees tend to have a positive view of their compensation and benefits, though feelings about fairness and how well pay reflects their work vary among individuals.

Correlation Analysis

Correlation analysis uses Pearson's correlation coefficient to show how strongly two factors are related, with values ranging from -1 to +1. A positive number means the two factors increase or decrease together, while a negative number means they move in opposite directions. For example, if workload and job stress are positively correlated with turnover behavior, it means higher stress is linked to a greater chance of employees wanting to leave. On the other hand, a negative correlation between job satisfaction and turnover means that happier employees are less likely to think about quitting.

In this study of Nepalese commercial banks, correlation analysis is important for understanding how employee turnover relates to factors like workload, stress, job satisfaction, career development, work environment, and compensation. It helps reveal whether and how changes in these factors connect to employees' intentions to stay or leave.

Table 9: Correlation Matrix for Dependent and Independent Variables

Variables	ETB	WJS	JS	CD	WE	CB
ETB	1	.663**	.389**	.503**	.644**	.860**
		.000	.000	.000	.000	.000
WJS		1	.431**	.441**	.924**	.848**
			.000	.000	.000	.000
JS			1	.256**	.447**	.365**
				.000	.000	.000
CD				1	.467**	.465**
					.000	.000
WE					1	.768**
						.000
CB						1

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

Table 9 presents the correlation matrix showing the relationships between the dependent variable, Employee Turnover Behavior (ETB), and the independent variables such as workload and job stress, job satisfaction, career development, working environment, and compensation and benefits. Correlation analysis shows that all the relationships between the factors and employee turnover behavior are strong and statistically significant. Compensation and Benefits have the strongest link to turnover ($r = 0.860$), meaning better pay and benefits greatly influence employees' decisions to stay or leave. Workload and Job Stress ($r = 0.663$) and Working Environment ($r = 0.644$) also have strong connections, with higher stress increasing turnover and a better work environment helping to reduce it. Career Development ($r = 0.503$) affects turnover moderately, while Job Satisfaction ($r = 0.389$) has the smallest but still meaningful impact. Overall, these factors all play important roles in employee turnover behavior.

Multiple Regression Analysis

Multiple regression analysis is a way to see how different factors together affect one main outcome. It helps figure out which factors matter the most and shows how strong their impact is, giving a clear picture of how everything is connected.

Table 10: Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Er.	Beta		
(Constant)	0.263	0.124		2.11	.035
Workload and Job Stress	0.519	0.072	0.538	7.19	.000
Job Satisfaction	0.111	0.028	0.104	3.95	.000
Career Development	0.142	0.032	0.119	4.36	.000
Working Environment	0.271	0.070	0.244	3.85	.000
Compensation and Benefits	0.990	0.043	1.036	22.88	.000
R = 0.890 R ² = 0.792 f = 288.18 Sig. = 0.000					

a. Dependent Variables: Employee Turnover Behavior

Table 10 presents the findings from a multiple regression analysis examining how five key factors influence employee turnover behavior. The results show a strong relationship, with these factors accounting for nearly 79% of the variation in turnover intentions. The model is statistically significant, confirming the strength of these results.

Among the factors, compensation and benefits have the greatest impact on employees' likelihood to leave, followed by workload and job stress. The working environment, career development, and job satisfaction also significantly affect turnover but to a lesser extent. In short, all five variables play important roles in employee turnover, with compensation and benefits being the most influential.

Discussion and Conclusion

The studies reviewed in this research show both similarities and differences compared to its findings. Like many previous studies, this research confirms that job-related and organizational factors play a big role in whether employees decide to stay or leave, especially in the banking and service sectors. For example, both this study and Kyndt (2023) highlight how important career development opportunities and a supportive work environment are for keeping employees. When workers see clear chances to grow and feel supported—whether through resources or good relationships—they're more likely to stay loyal. This shows that companies need to focus not just on rewards but also on building a positive work culture that supports employees' growth.

In line with Oginni (2023), this study finds that job stress is a major reason why employees think about quitting. Both studies point to workload, job insecurity, and unclear job expectations as key stressors that push employees away. They agree that managers should work on reducing these stress factors by improving job security and offering better support and resources.

Barton (2024) emphasizes how job satisfaction influences turnover intentions, which matches this study's findings. Here, employees who feel satisfied with their roles, pay, and workplace relationships are less likely to want to leave. Both studies suggest that organizations should create positive work experiences to keep employees happy and engaged.

Looking at local studies from Nepal, such as those by Palikhe (2024) and Pradhananga (2024), there's a strong overlap with this research on factors like work ambiguity, job insecurity, overload, and work-life conflicts pushing employees to leave. These studies, along with this one, show how positive coworker relationships and supportive environments can help reduce turnover. However, this study adds an extra focus on compensation and benefits as crucial factors, which might reflect specific economic or organizational challenges in the area.

There are some differences too. For example, Kyndt (2023) puts more emphasis on how well personal values align with the organization, something this study didn't explore much. Oginni (2023) looks more at organizational policies and resources as causes of stress, while this research highlights workload and career development more. Barton (2024) finds job satisfaction to be a stronger factor in reducing turnover than this study, where compensation and job security seem to play a bigger role. These differences could be due to varying regional or industry contexts.

Overall, the reviewed studies show that employee turnover is influenced by many factors—including stress, career growth, compensation, work environment, and social support. The differences underline the importance of tailoring retention strategies to the specific context of each organization. This study adds to existing knowledge by confirming key global findings within the local Chitwan setting and pointing out how compensation and workload management are especially important here.

This study set out to understand the main reasons why employees leave their jobs in service sector organizations. It looked closely at five key areas: workload and job stress, job satisfaction, career development, working environment, and compensation and benefits. The results showed that all these factors have a significant impact on whether employees think about quitting. Among them, compensation and benefits stood out as the most important—employees are more likely to stay when they feel their pay and rewards are fair, clear, and competitive. Workload and job stress also play a big role; too much pressure or poor stress management pushes people to consider leaving. A positive working environment helps keep employees by encouraging good relationships and creativity. Career growth opportunities and job satisfaction matter too, but their effects were a bit less strong. Overall, the study indicates that employee turnover is influenced by a combination of practical factors such as pay and stress, along with emotional aspects like feeling supported and valued. To enhance employee retention, organizations should prioritize a balanced approach that includes offering fair compensation, managing workloads, supporting career growth, and creating a healthy, satisfying work environment. By addressing these areas, employees can strengthen their loyalty and reduce turnover rates.

REFERENCES

- Adeniji, A. (2019). Organizational change and human resource management interventions: An investigation of the Nigerian banking industry. *Serbian Journal of Management*, 8(2), 139–154.
- Adhikari, P. R. (2021). Employees' turnover intention in Nepalese commercial banks. *The International Research Journal of Management Science*, 5(1), 93–101. <https://doi.org/10.3126/irjms.v5i1.35864>
- Agarwal, R. (2020). The performance effects of coaching: A multilevel analysis using hierarchical linear modeling. *Robert H. Smith School of Business Research Paper Series*.
- Arora, R. (2021). Determinants of talent retention in industry. *European Journal of Business and Management*, 4(3), 145–153.
- Barton, S. M. (2024). The impact of job satisfaction on turnover intent: A test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 3(2), 233–250.
- Chaudhary, M. K. (2022). Rationale of employee turnover: An analysis of banking sector in Nepal. *International Research Journal of MMC*, 3(2), 18–25.
- Chipunza, C. (2022). Employee retention and turnover: Using motivational variables as a panacea. *African Journal of Business Management*, 3(8), 410–415.
- Damayanthi, N. M. (2019). Factors affecting employee's turnover in the banking sector: Evidence from small domestic licensed commercial banks in Sri Lanka. *Journal of Business and Technology*, 3(2), 43–57.
- Dhakal, A. P. (2019). Employee turnover in Nepalese commercial bank. *Solid State Technology*, 2(4), 44–63.
- Gautam, R. (2018). Impact of work environment on employee turnover in Nepalese commercial banks. *Management Dynamics*, 2(1), 87–98.
- Ghimire, S. (2021). Factors influencing employee turnover in Nepalese commercial banks: A regional perspective. *Asian Journal of Business and Economics*, 9(2), 89–105.
- Ghimire, S. K. (2024). Employee engagement and turnover intention in Nepalese banking sector. *Perspectives on Higher Education*, 14(1), 123–146. <https://doi.org/10.3126/phe.v14i1.76585>
- Huang, I. C. (2023). Constructing factors related to worker retention. *International Journal of Manpower*, 2(5), 49–58.
- Karki, D. (2020). Job stress and its effect on employee turnover in Nepalese banking sector. *Journal of Management and Development Studies*, 3(1), 23–34.
- Kyndt, E. (2023). Employee retention: Organisational and personal perspectives. *Vocations and Learning*, 2(3), 19–25.
- Mohammed, M. (2018). Employee turnover in the banking industry: Issues and strategies at Ghana Commercial Bank (GCB). *ADRRJ Journal*, 2(2), 1–25.
- Newman, J. E. (2018). Job stress, employee health, and organizational effectiveness: A facet analysis, model, and literature review. *Personnel Psychology*, 3(4), 665–699.
- Oginni, B. O. (2023). Job stress and employee turnover: Empirical evidence from the Nigerian banking industry. *International Journal of Management and Business Research*, 3(3), 229–242.
- Palikhe, R. (2024). Determination of employee intention to leave the organization: A case of Nepalese commercial banks. *Nepalese Journal of Finance*, 11(2), 131–152.
- Pradhan, G.P., Shrestha, P., & Wagle, D.K. (2024). Human resource management activities, employee retention and turnover in Nepalese service sector organizations. *Journal of Business Management and Information Systems*, 11(2), 54–63. <https://doi.org/10.48001/jbmis.1102004>.
- Pradhananga, S. (2024). Cause and management of stress at workplace: A case of Nepalese commercial banks. *Nepalese Journal of Finance*, 1(2), 206–223.
- Shrestha, P. (2019). Employee retention strategies and performance in Nepal. *Annamalai International Journal of Business Studies and Research*, 11(1), 21–26. <https://doi.org/10.51705/AIJBSR.2019.v11i01.004>
- Shrestha, P. (2025). Factors contributing to the prevention of staff turnover: Insights from Nepalese organizations. *Nepalese Journal of Management Research*, 5(1), 7–14. <https://doi.org/10.3126/njmgtr.v5i1.75866>
- Shrestha, S. (2022). Factors influencing employee turnover intention in Nepalese commercial banks. *Journal of Business and Social Sciences*, 3(1), 45–58.