



Factors Influencing Employee Turnover Intention in Nepalese Garment Industries

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Abstract

This study examines the factors influencing employee turnover intention in Nepalese garment industries. Employee turnover intention is the dependent variable. The selected independent variables are wages, alternative job opportunities, workplace culture, job satisfaction, working conditions, perceived organizational support, and leadership style. The primary source of data is used to assess the opinions of respondents regarding wages, alternative job opportunities, workplace culture, job satisfaction, working conditions, perceived organizational support, leadership style, and employee turnover intention. The study is based on primary data of 164 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of employee turnover intention in Nepalese garment industries.

The study showed a negative impact of wages on employee turnover intention indicating that higher the wages, lower would be the employee turnover intention. Similarly, the study showed a positive impact of alternative job opportunity on employee turnover intention. It indicates that higher the alternative job opportunity, higher would be the employee turnover intention. Likewise, the study revealed a negative impact of working conditions on employee turnover intention. It indicates that better working conditions lead to decrease in employee turnover intention. Further, the study showed a negative impact of job satisfaction on employee turnover intention. It indicates that higher the job satisfaction, lower would be the employee turnover intention. In addition, the study also showed a negative impact of workplace culture on employee turnover intention. It indicates that supportive work culture leads to decrease in employee turnover intention. Moreover, the study showed a negative impact of perceived organizational support on employee turnover intention. It indicates that increase the employee's affective attachment to the organization leads to decrease in employee turnover intention. Further, the study revealed a negative impact of leadership style on employee turnover intention. It indicates that supportive behavioral approach employed by leaders lead to decrease in employee turnover intention.

Keywords: wages, alternative job opportunities, workplace culture, job satisfaction, working conditions, perceived organizational support, leadership style, employee turnover intention

1. Introduction

The garment industry, often referred to as the fashion sector, revolves around the creation, production, and distribution of clothing and accessories. The industry holds immense economic significance globally, providing employment opportunities for millions, particularly in regions where labor costs are relatively low. Employee turnover intention refers to the likelihood or inclination of employees to leave their current job positions voluntarily within a certain period. It reflects the extent to which employees contemplate leaving their jobs, often influenced by various factors such as job satisfaction, organizational commitment, perceived alternatives, and personal circumstances. Madurawala (2017) explained that labor

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shortage is excessive in apparel industry due to low social recognition and bad reputation for the job. Dheerasinghe (2003) showed that total average turnover is 60 percent per annum in the industry. To maintain stable income for the workers, minimum wages rate was introduced to the sector. However, still they are struggling, with wages, housing facilities, career development, job security, over work load, transportation facilities and bad reputation for the sector etc. (Rajapakshe, 2015). Employees are assets to the organization and the company always tries to avoid losing the key performers. Therefore, apparel companies are providing attractive benefits to the employees like attractive salary, transportation facilities, medicine etc. However, employee turnover is a critical problem to maintain the competitive advantages of the industry (Liyanage *et al.*, 2014).

Employee turnover has long been a topic of central interest to management scholars and practitioners (Allen *et al.*, 2010). Despite the plethora of empirical studies devoted to employee turnover, researchers still search for explanations as to why people quit their jobs (Katsikea *et al.*, 2015). Employee commitment, which has been shown to foster employee retention and decrease turnover intention, is another variable of interest to organizational researchers (Suliman and Al-Junaibi, 2010). Similarly, Hulin (1991) revealed that employee behavior might be a cause for the withdrawals. In addition, such findings can offer an underlying psychological mechanism, which could support the researchers in this discipline to concern how psychological aspects influence employee withdrawals. The cost of turnover is high for both employees and employers (Mitchell *et al.*, 2001). Employees with turnover intentions tend to become less productive and efficient (Balogun *et al.*, 2013). The economic advantages of industrial zones and labor-intensive, export-focused industries have also been threatened by high factory turnover rates (Fallows, 2013).

Employee commitment fosters employee retention and decreases turnover intention (Suliman and Al-Junaibi, 2010). The study found a significant negative relationship between ethical climate and turnover intention of employees in various sectors, including health (Mulki *et al.*, 2008). Organizational commitment creates a psychological bond between the employee and the organization that strengthens an employee's attachment to the organization (Allen and Meyer, 1996). Migrant employees have a higher job turnover rate than their non-migrant counterparts, which may contribute to their stress and vulnerability (Mou *et al.* 2013; and Shah, 2009). Ahamed (2014) mentioned that, despite its extraordinary growth, the garment industry continues to face serious challenges. One of the challenges is the problem of high employee turnover due to poor labor practices (Hossain and Mahmood, 2018). Garment companies struggle with high employee turnover, increased labor costs, and complexity in managing labor (De Neve, 2014).

Simamora (2006) mentioned that turnover intention is a movement by the membership limit of an organization. According to Samad (2006), the intensity of turnover is the tendency or intention of employees to look for other job alternatives in different organizations consciously. Turnover has a negative impact when viewed from the perception of an employee at work, arguing that high stress will eliminate their creative ideas and reduce the enrichment of work empowerment (Javed *et al.*, 2014). The company will incur more costs for recruiting new employees if the turnover rate is high (Aburumman *et al.*, 2020). According to Hasibuan (2007), stated that there are actually a number of hidden reasons for every employee who wants to change jobs, one of which is low commitment or loyalty to

the company. Nasution (2009) stated that employee turnover is an important phenomenon in an organization, employee turnover can have a positive impact, but most employee turnover has a detrimental impact on the company. According to Hasibuan *et al.* (2019), stated that there are actually a number of hidden reasons for every employee who wants to change jobs, one of which is low commitment or loyalty to the company. Neog and Barua (2015) examined the factors affecting employee's retention in automobile service workshops of Assam: An empirical study. The study also revealed that retention level of employees is above average and it is the high time for the management attention towards enhancing the employee's retention level. Lee and Brookshire (2017) investigated the ethical climate and job attitude in fashion retail employee's turnover intention, and perceived organizational sustainability performance: a cross-sectional study. The research showed that fostering an ethical working environment not only enhances employee job attitudes but also diminishes turnover intentions. Habib *et al.* (2018) analyzed employee turnover and its impact on apparel industry in Bangladesh: A case study of Mondol Group. The study found strong positive relationship between work life conflict and turnover intention and it is partially mediated by the job satisfaction. Moreover, the study revealed that turnover intention is varied with gender differences in apparel industry and females have high level of turnover intention than male workers.

Fallucchi *et al.* (2020) observed predicting employee attrition using machine learning techniques. The findings of the study showed that monthly income, age, overtime, and distance from home has significant impact on employee attrition. Karimi *et al.* (2020) examined factors affecting employee turnover at architecture engineering construction operations and management Afghanistan. The study revealed that revealed that pay positively affects turnover, whereas promotion has a negative impact, supervision positively influences turnover, and career growth negatively impacts turnover. Tennakoon and Lasanthika (2020) analyzed the impact of career planning on employee turnover intention in short-term: evidence from leading garment factory in Sri Lanka. The study found that there is a significant impact of career planning on employee turnover intention in short term. The study concluded that dissatisfaction with government rules and regulations, work environment, social environment, a shock to the system, age, service, and income significantly influences labor turnover. The double burden of work and life and turnover intention among migrant garment workers: a case study from an industrial zone in Vietnam was examined by Pham *et al.* (2023). The study concluded that several contributing factors to turnover intention, includes high psychological demand, low job control, income dissatisfaction, migration intention, and male gender.

In the context of Nepal, Gautam (2019) examined the comprehensive reward system, employee motivation and turnover intention: evidence from Nepali banking industry. The study found that compensation, benefits, work-life balance, performance recognition and empowerment and career opportunity heavily influence turnover intention. Similarly, Karki (2023) investigated a study on employee turnover in the banking sectors of Nepal. The study found that employees believe that the career opportunities and reward and recognition is the most important factor for them to decide whether they leave or stay in the organization. Moreover, Biswakarma (2015) observed employees' job engagement and turnover intentions in Nepalese private commercial banks. The study found negative effects of employees' job engagement on the turnover behavioral decision of an employees in banking industry in Nepal. Elian *et al.* (2020) observed the impact of career development, work-family conflict,

and job satisfaction on millennial' turnover intention in banking industry. The study found that career Development has no direct significant impact on Turnover Intention unless it is mediated by job satisfaction. Singh (2018) observed job satisfaction and employee turnover intention in insurance industry: the Nepalese evidence. The study found that the employees may quit their job when they are unsatisfied and get opportunity of higher posts outside the organization. Similarly, Karmacharya (2022) assessed the factors influencing the intention to leave among employees in organizations in Nepal. The study found that job satisfaction, perceived alternative job opportunity and job stress can have significant influence on the intention to leave depending upon the factors and their way of implication. Further, Jamil *et al.* (2022) observed the mediation role of organizational culture between employee turnover intention and job satisfaction. The study found that organizational culture strongly mediates the association between employee turnover factors (employee overworked, lack of feedback, lack of growth, lack of recognition, lack of reward) and job satisfaction in selected private businesses.

The above discussion shows that empirical evidences vary greatly across the studies on the factors influencing employee turnover intention in garment industries. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the factors influencing employee turnover intention in Nepalese garment industries. Specifically, it examines the relationship of wages, alternative job opportunities, workplace culture, job satisfaction, working conditions, perceived organizational support, and leadership style with employee turnover intention in Nepalese garment industries.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 164 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on wages, alternative job opportunities, workplace culture, job satisfaction, working conditions, perceived organizational support, leadership style, and employee turnover intention. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that employee turnover intention depends upon different factors. The dependent variable selected for the study is employee turnover intention. Similarly, the selected independent variables are wages, alternative job opportunities, workplace culture, job satisfaction, working conditions, perceived organizational support, and leadership style. Therefore, the model takes the following form:

Employee turnover intention = f (wages, alternative job opportunities, workplace culture,

job satisfaction, working conditions, perceived organizational support and leadership style).

More specifically,

$$ETI = \beta_0 + \beta_1 B + \beta_2 C + \beta_3 P + \beta_4 I + \beta_5 R + e$$

Where,

ETI = Employee turnover intention

W = Wages

AJO = Alternative job opportunities

WC = Working conditions

JS = Job Satisfaction

WC = Workplace Culture

POS = Perceived Organizational Support

Wages were measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I feel that my salary adequately reflects my contributions to the organization”, “My current salary is a significant factor in my decision to stay or leave my job” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.839$).

Alternative job opportunity was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I am frequently approached with job offers from other companies”, “I am actively seeking opportunities for career advancement outside of my current organization” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.838$).

Working conditions was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I am satisfied with the physical working environment (e.g., office space, equipment) provided by my employer”, “I feel safe and comfortable in my workplace” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.856$).

Job satisfaction was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Overall, I am satisfied with my job”, “I find my work meaningful and fulfilling” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.805$).

Workplace culture was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I feel a sense of belonging and mutual love

with my coworkers”, “The organizational culture at my workplace fosters a positive work environment” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.860$).

Perceived organizational support was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My organization values employee well-being and supports work-life balance”, “I feel supported by my organization in times of personal or professional challenges” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.820$).

Leadership style was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I have confidence in the leadership abilities of senior management”, “I believe leaders in my organization effectively communicate goals and expectations” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.870$).

Employee turnover intention was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I frequently think about leaving my current job”, “I have seriously considered resigning from my current position” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.819$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Wages

Ragon and Smith (1981) revealed that the difference of wages among gender was another cause for turnover. Similarly, Silaban and Syah (2018) found that higher compensation decreases turnover intention, while inadequate compensation increases. Likewise, Lee *et al.* (2012) found that salary level indirectly impacts turnover intention. Further, Brown (2018) found that prioritizing competitive wages, offering employee referral bonuses, promoting from within, and providing tenure bonuses mitigate turnover intention. In addition, Vizano *et al.* (2021) found a significant positive relationship between compensation and job satisfaction. Moreover, Yadewani and Wijaya (2021) found that compensation has a mitigating effect on turnover intention, with better compensation systems suppressing. Based on it, this study develops the following hypothesis:

H₁: There is a negative relationship between wages and employee turnover intention.

Alternative job opportunity

Alternative job opportunity refers to seeking for better job conditions, salaries etc. Garment industries especially in developing nations are infamous for low pay, poor working conditions, job insecurity etc. A garment factory owner said. Mamun and Hasan (2017) found that lack of career advancement opportunities is the major factors affecting employee turnover intention. Jung *et al.* (2021) found that perceptions of job insecurity had negative effects on the engagement of deluxe hotel employees. Guan *et al.* (2015) found that employees with

a higher level of career adaptability, has indirect effect of perceived career management on turnover intention. Dane and Brummel (2014) found that there is a negative relationship between workplace mindfulness and turnover intention. Ausar *et al.* (2016) found that a positive effect of authentic leadership on OC in the hospitality industry, and suggest that OC mediates reduced TI. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between alternative job opportunity and employee turnover intention.

Working conditions

Working conditions pertain to the various elements, both physical and non-physical, that influence how individuals carry out their job responsibilities. Dane and Brummel (2014) found that there is a negative relationship between workplace mindfulness and turnover intention. Similarly, Nicolas *et al.* (2016) found that adverse working conditions were positively and significantly associated with turnover intentions. Likewise, Nantsupawat *et al.* (2017) found that nurses working in university hospitals with better work environments had significantly less job dissatisfaction, intention to leave, and burnout. Further, Dane and Brummel (2014) found support for a negative relationship between workplace mindfulness and turnover intention, though this relationship becomes insignificant when accounting for the dimensions of work engagement. In addition, Nicolas *et al.* (2016) found that adverse working conditions were positively and significantly associated with turnover intentions. Based on it, this study develops the following hypothesis:

H₃: There is a negative relationship between working conditions and employee turnover intention.

Job satisfaction

Job satisfaction represents the level of fulfillment and happiness a person experiences from their job. It reflects how well their work aligns with their skills and values, their relationships with coworkers and supervisors, their compensation and opportunities for growth, and the overall work environment. Likewise, Khan and Aleem (2014) found the factor affecting the job satisfaction level and the impact of job satisfaction on the employee turnover are variables like pay, promotion, working conditions and nature of work are the prominent for the job satisfaction level of the employees. Moreover, Saeed *et al.* (2014) found that job satisfaction, job performance and leader membership exchange have a direct negative influence on the turnover intention. Further, Agrawal and Sajid (2017) found that job satisfaction and all types of organizational commitment (affective, continuance and normative) were high in public sector and turnover intention was higher in private sector. The study also found that organizational commitment as a strong predictor of turnover intention and there is a negative relationship between the two. In context of Nepal, Singh (2018) found that the employees may quit their job when they are unsatisfied and get opportunity of higher posts outside the organization. Similarly, Karmacharya (2022) found that job satisfaction, perceived alternative job opportunity and job stress can have significant influence on the intention to leave depending upon the factors and their way of implication. Based on it, this study develops the following hypothesis:

H₄: There is a negative relationship between job satisfaction and employee turnover intention.

Workplace culture

Kim *et al.* (2017) found that if employees have positive organization employee relationship quality, they are less likely to have turnover intention. Likewise, Guchait *et al.* (2016) found that employee perceptions of organizational error management culture have a direct and significantly negative impact on their turnover intentions. Furthermore, results showed that this relationship is mediated through perceived group cohesion and work stress. Moreover, Hashish (2017) found negative significant correlations between nurses' turnover intention and each of these variables. Afsar *et al.* (2018) found job embeddedness fully mediates the effects of high-performance work practices and trust in supervisor on turnover intentions and turnover intention positively affects the actual voluntary turnover. Similarly, Duan *et al.* (2019) found that workplace violence is positively correlated with turnover intention and job burnout and is negatively associated with job satisfaction and social support was a partial mediator between WPV and job satisfaction, as well as burnout and turnover intention. Based on it, this study develops the following hypothesis:

H₅: There is a negative relationship between workplace and employee turnover intention.

Perceived organizational support

Akgundz and Sanil (2017) found that though employee advocacy has a significant positive effect on hotel employees' job embeddedness. Likewise, Li *et al.* (2019) found that heightened awareness of AI among hotel employees correlates with increased turnover intentions, particularly when perceived organizational support is low. Further, Liu *et al.* (2018) found that perceived organizational support served as a mediator between workplace violence, job satisfaction, burnout and turnover intention, and it had a significantly negative impact on turnover intention. Lamm *et al.* (2015) found that perceived organizational support was positively related to organizational citizenship behaviors toward the environment, job satisfaction, organizational identification, and psychological empowerment, and negatively related to turnover intentions. Similarly, Shantz *et al.* (2016) found that the buffering effect of perceived organizational support on the relationship between work engagement and behavioral outcomes. Based on it, this study develops the following hypothesis:

H₆: There is a negative relationship between perceived organizational support and employee turnover intention.

Leadership style

Hague *et al.* (2019) found that perceived responsible leadership significantly influences employees' organizational commitment and their turnover intentions. Similarly, Mathieu *et al.* (2016) found that person-oriented leadership behavior affects turnover intentions through job satisfaction and organizational commitment more than task-oriented leadership behavior. Moreover Bester *et al.* (2015) found that employees' perception of their leaders' empowering behavior (keeping employees' accountable, self-directed decision-making and people development), psychological empowerment (attitude and influence) and organizational citizenship behaviors (loyalty, deviant behavior and participation) predict intention to leave the organization. Saeed *et al.* (2014) found that job satisfaction, job performance and leader membership exchange have a direct negative influence on the turnover intention. Similarly, Sun and Syah (2018) found that transformational leadership

not only directly prevents employees from forming intentions to leave but also indirectly does so by cultivating a collaborative culture. Based on it, this study develops the following hypothesis:

H₇: There is a negative relationship between leadership and employee turnover intention.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau correlation coefficients between dependent variable and independent variables. The correlation coefficients are based on 164 observations. The dependent variable is ETI (Employee turnover intention). The independent variables are W (Wages), AJO (Alternative job opportunities), WC (Working conditions), JS (Job satisfaction), WoC (Workplace culture), PCO (Perceived organizational support), and LS (Leadership style).

Variables	Mean	S.D.	TI	W	AJO	WC	JS	WoC	PCO	LS
TI	3.713	0.293	1							
W	3.390	0.489	-0.924**	1						
AJO	3.780	0.302	0.630**	0.436**	1					
WC	4.087	0.230	-0.985**	0.879**	0.596**	1				
JS	3.699	0.302	-0.990**	0.908**	0.559**	0.991**	1			
WoC	3.764	0.275	-0.341**	0.145**	0.482**	0.441**	0.319**	1		
PCO	3.630	0.469	-0.828**	0.737**	0.263**	0.880**	0.899**	0.207**	1	
LS	3.934	0.297	-0.827**	0.705**	0.237**	0.845**	0.861**	0.231**	0.851**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows that wages is negatively correlated to employee turnover intention indicating that higher the wages, lower would be the employee turnover intention. Similarly, alternative job opportunity is positively correlated to employee turnover intention. It indicates that higher the alternative job opportunity, higher would be the employee turnover intention. Likewise, working conditions is negatively correlated to employee turnover intention. It indicates that better working conditions lead to decrease in employee turnover intention. Further, job satisfaction is also negatively correlated to employee turnover intention. It indicates that higher the job satisfaction, lower would be the employee turnover intention. In addition, workplace culture is negatively correlated to employee turnover intention. It indicates that supportive work culture leads to decrease in employee turnover intention. Moreover, perceived organizational support is negatively correlated to employee turnover intention. It indicates that increase the employee's affective attachment to the organization leads to decrease in employee turnover intention. Further, leadership style is negatively correlated to employee turnover intention. It indicates that supportive behavioral approach

employed by leaders lead to decrease in employee turnover intention.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of wages, alternative job opportunities, working conditions, job satisfaction, workplace culture, perceived organizational support, and leadership style on employee turnover intention.

Table 2

Estimated regression results of wages, alternative job opportunities, working conditions, job satisfaction, workplace culture, perceived organizational support, and leadership style on employee turnover intention

The results are based on 164 observations using linear regression model. The model is $ETI = \beta_0 + \beta_1 W + \beta_2 AJO + \beta_3 WC + \beta_4 JS + \beta_5 WC + \beta_6 POS + \beta_7 LS + e$ where the dependent variable is ETI (Employee turnover intention). The independent variables are W (Wages), AJO (Alternative job opportunities), WC (Working conditions), JS (Job Satisfaction), WC (Workplace Culture), POS (Perceived Organizational Support), and LS (Leadership style).

Model	Intercept	Regression coefficients of							Adj. R _{bar} ²	SEE	F-value
		W	AJO	WC	JS	WoC	POS	LS			
1	1.835 (29.626)**	-0.554 (30.656)**							0.852	0.1130	939.791
2	1.835 (29.626)**		0.769 (11.994)**						0.393	0.2290	106.443
3	1.835 (29.626)**			-1.051 (72.586)**					0.970	0.509	5268.769
4	1.835 (29.626)**				-0.930 (89.831)**				0.980	0.041	8069.602
5	1.936 (5.019)**					-0.435 (4.616)**			0.111	0.277193	21.307
6	1.936 (5.019)**						-0.518 (18.799)**		0.684	0.1653	353.391
7	1.936 (5.019)**							-0.818 (18.751)**	0.683	0.1655974	351.616
8	1.936 (5.019)**	-0.481 (31.665)**	0.272 (11.069)**						0.915	0.085	883.621
9	1.936 (5.019)**	-0.487 (34.073)**	0.213 (8.144)**	-0.151 (4.829)**					0.926	0.0800	678.501
10	1.936 (5.019)**	-0.125 (15.165)**	0.213 (8.144)**	-0.025 (3.082)**	-0.682 (48.891)**				0.995	0.0200	8705.773
11	1.936 (5.019)**	-0.47 (-3.080)**	0.821 (2.989)**	-0.599 (6.253)**	-0.682 (48.891)**	-1.486 (4.213)**			0.684	0.6158	60.901
12	4.465 (4.822)**	-0.465 (3.03)**	0.773 (2.481)**	-0.551 (1.798)	-1.136 (3.247)**	-1.651 (6.508)**	-0.518 (18.799)**		0.686	0.6321	62.92
13	2.351 (2.511)**	-0.337 (2.004)*	0.677 (3.427)	-1.651 (6.508)**	-1.136 (3.247)**	-1.651 (6.508)**	-0.236 (2.335)**	-1.335 (5.392)**	0.712	0.5674	64.616

Notes:

- Figures in parenthesis are t-values.
- The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- Employee turnover intention is dependent variable.

Table 2 show that the beta coefficients for wages are negative with employee turnover intention. It indicates that wages have negative impact on employee turnover intention. This finding is consistent with the findings of Silaban and Syah (2018). Similarly, the beta coefficients for alternative job opportunities are positive with employee turnover

intention. It indicates that alternative job opportunities have positive impact on employee turnover intention. This finding is consistent with the findings of Dane and Brummel (2014). Likewise, the beta coefficients for working conditions are negative with employee turnover intention. It indicates that working conditions have negative impact on employee turnover intention. This finding is consistent with the findings of Mamun and Hasan (2017). In addition, the beta coefficients for job satisfaction are negative with employee turnover intention. It indicates that job satisfaction has a negative impact on employee turnover intention. This finding is consistent with the findings of Alam and Asim (2019). Further, the beta coefficients for working culture are negative with employee turnover intention. It indicates that working conditions have negative impact on employee turnover intention. This finding is similar to the findings of Guchait *et al.* (2016). Moreover, the beta coefficients for perceived organizational support are negative with employee turnover intention. It indicates that perceived organizational support has a negative impact on employee turnover intention. This finding is similar to the findings of Liu *et al.* (2018). Similarly, the beta coefficients for leadership style are negative with employee turnover intention. It indicates that leadership style has a negative impact on employee turnover intention. This finding is similar to the findings of Saeed *et al.*, (2014).

4. Summary and conclusion

The garment industry, often called the fashion sector, involves the creation, production, and distribution of clothing and accessories. It includes activities like sourcing raw materials, designing, and manufacturing. This industry is economically significant globally, providing jobs for millions, especially in low labor-cost regions. In Nepal, the garment sector is vital to the economy, contributing significantly to GDP and exports, and providing crucial employment, particularly for women from marginalized communities. The Nepalese government supports the industry's growth through investment incentives, infrastructure improvements, and market access enhancement. Employee turnover intention is the likelihood of employees voluntarily leaving their jobs, influenced by factors such as job satisfaction, organizational commitment, and personal circumstances. High turnover intention can lead to decreased morale, productivity, and workforce stability.

This study attempts to examine the factors influencing employee turnover intention in Nepalese garment industries. The study is based on primary data of 164 respondents.

The major conclusion of the study is that wages, working condition, job satisfaction, workplace culture, perceived organizational support, and leadership style have negative impact on employee turnover intention whereas alternative job opportunities has a positive impact on employee turnover intention. The study also concludes that job satisfaction is the most significant factor followed by working conditions that determines the employees turnover intention in Nepalese garment industry.

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