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Original Article

Role of Tangible Reward and Intangible Reward on Millennials' Job-Hopping Behavior in Kathmandu Valley

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Abstract

This study investigates the effects of tangible and intangible rewards on job-hopping behavior among millennials in the Kathmandu Valley, aiming to identify which type of reward is most effective in retaining young employees in a transforming work environment. Adopting an explanatory research design, data were collected via structured online questionnaires from 408 millennial employees across various industries, using convenience sampling. The relationships were analyzed using Structural Equation Modeling (SEM) with Smart-PLS 4. The findings indicate that both tangible rewards such as salary and financial benefits and intangible rewards such as recognition and career development opportunities significantly reduce job-hopping behavior among millennials. However, tangible rewards demonstrate a comparatively stronger influence in lowering turnover intentions than intangible rewards. The model shows a very high level of explanatory power, indicating that reward-related factors account for a substantial proportion of millennials' job-hopping decisions. These results suggest that while financial incentives are the most influential factor in discouraging turnover, non-financial rewards also play a meaningful and complementary role in employee retention. The study only captures data at a single point in time and does not consider changes in job-hopping behavior or perceptions of rewards over several years. As a result, the findings represent only a temporal snapshot of the respondents' experiences and attitudes.

Keywords: Employee Retention, Intangible Rewards, Job-Hopping, Millennials, Tangible Rewards

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1. Background

Job-hopping refers to frequently moving from one job to another, often within one to two years. The particular requirement of such behavior is noted among the younger workforce, such as millennials and Gen Z, who want to experience a variety of things and advance their careers at a rapid pace (Smith, 2025). Tangible rewards are not something abstract, and they are usually financial, such as wages, bonus pay, insurance, and retirement benefits (Utami et al., (2025)). By contrast, intangible rewards are not money-related and consist of recognition, learning opportunities, healthy workplace culture, and personal fulfilment (Robbins, 2020). The combination of these reward systems shapes employee satisfaction and especially has a major influence on the retention decision.

In earlier decades, job stability and long-term association with a single employer were considered ideal career goals. However, the modern workforce has shifted its priorities. Contemporary employees are more inclined to pursue roles that offer better personal development, flexibility, and alignment with their values (Khan et al., (2023)). A report by the (World Economic Forum, 2023) noted a global surge in job-switching behavior, with a 32% increase from 2018 to 2022, especially in knowledge-based sectors. In Nepal, local surveys conducted by HR associations have revealed similar trends, where young professionals in industries such as IT and development are moving between organizations more frequently than ever (Adhikari, 2024) .

According to (Shrestha & Gautam, 2022), several motivations underpin the job-hopping trend among millennials. Among the most evident are individual desires to pursue career growth and development of skills, which in strict organizational hierarchies are usually limited. The other reasons are the inability to feel noticed, dissatisfying leadership, its poor independence, and wishing to establish better work-life balance (Joshi, 2020). Emotional disconnect with organizational culture and misalignment of personal and professional goals also push employees to explore new opportunities (Bhatta, 2022). These motivations are further intensified when employees observe peers benefiting from frequent job changes, which normalizes the behavior.

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Job-hopping has become more pronounced in the last several years due to the COVID-19 pandemic and a transition to remote employment around the world. A good number of the workforce started reevaluating their life objectives, focusing more on being flexible, healthy and having a great balance between life and work (Utami et al., (2025)). The rise of digital platforms and remote job opportunities enabled employees to access a broader job market, increasing their mobility. This has also increased due to the escalating gig economy, startup, and international migration goals in Nepal. With this new environment, employees have had increased options leading most of them to change jobs and seek jobs where they are more in line with their changing expectations (Shrestha N. , 2023).

Organizations need to consider using countermeasures against job-hopping. This will entail the establishment of a large reward system that is balanced between material and intangible rewards in that there is a culture of good work that has been done being rewarded as well as employees being given well-defined career development (Aman-Ullah et al., (2023)). Mentorship and work flexibilities and the chances of making significant contributions to work can further increase employee satisfaction and loyalty. A good work culture is enhanced by regular feedback mechanisms, clear communication and inclusive leadership. Companies able to spend money on education about the needs of the employees and the adoption of the changing expectations are likely to maintain their talent pool and minimize the turnover rates (Regmi, 2022).

In conclusion, job-hopping is increasingly becoming a strategic career choice for millennials rather than a sign of instability. With developing job markets across the world and in Nepal, it is important to consider the right mix of tangible and non-tangible compensations when trying to solve the employee retention problem. Employers need to strive for reward systems that can satisfy the needs of the current workforce. The detailed study of the degree to which these rewards impact job-hopping behavior among the Nepalese millennials would help the organizations to possess more plausible human resource strategies as well as in the process of adopting the usage of a committed and satisfied workforce.

2. Review, Hypothesis Development and Theoretical Framework

Job-hopping is not restricted to any specific region; it is a global trend affecting developed and emerging economies. Millennials currently form the largest segment of the working population worldwide, accounting for more than 35% of the global labor force (World Economic Forum, 2020). The way this generation moves from job to job and changes careers is becoming a key aspect of their career path. The study found that Millennials were more likely to change jobs than older people, with 21% having switched jobs in the past year, compared to 7% for people aged 50 and over (Gallup, Inc., 2016, May 12).

There are several interconnected reasons why Millennials across the globe are more inclined to change jobs frequently. A significant factor is that they focus a lot on growing their careers and keeping their knowledge updated. In Europe and North America, while the percentage is slightly lower, it still reflects a firm intention among Millennials to explore new career paths and roles more frequently than older generations.

Unlike their parents, Millennials generally use a job to gain experience and move on to something better. They take calls for new learning, training and chances to progress in their careers. The trend is noticeable across countries, though the intensity may differ based on economic development, cultural expectations, and labor market conditions. For instance, in the Asia-Pacific region, nearly 40% of Millennials plan to leave their jobs within two years (Deloitte, 2022). Millennials are less emotionally involved in their current jobs compared to other generations. Since many people lack a strong bond with their work, they are more likely to change jobs. A report by (Achievers Workforce Institute, 2023), found that employee engagement among millennials dropped from 40% to 35%, while active disengagement rose from 13% to 14%. As a result of this detachment, Millennials are more willing to look for positions that they feel will be more rewarding or match their goals.

Even within the domestic market, millennials are more likely than older workers to leave jobs if they feel undercompensated or undervalued (Subedi, 2024). Rather than viewing work as a long-term commitment to a single organization,

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Generation Y in Nepal sees jobs as stepping stones for skill acquisition, personal development, and improved quality of life (Shrestha N. , 2023). Many young professionals quit their jobs once they decide they cannot learn or advance anymore. According to a survey by (Pandey D. , 2019). More than 40% of Nepali millennials changed employment within a year because of insufficient professional growth opportunities. Because of this, employers should make sure employees have chances to learn and progress if retention is essential to them.

Herzberg's Two-Factor Theory serves as a theoretical foundation for this research. The core focus of our research is to compare tangible (extrinsic) and intangible (intrinsic) rewards and examine how they influence the job-hopping behavior of millennials. Rewards are divided into hygiene factors (extrinsic) and motivators (intrinsic) (Herzberg, 1968), which helps clarify why millennials might leave their jobs even when specific intrinsic needs are met. This framework not only underpins the study's organization but also offers valuable insights into effective reward strategies to enhance millennial talent retention in the Nepalese context.

By differentiating between hygiene and motivator factors, it illustrates how both types of rewards must be aligned with millennial expectations. These frameworks collectively help understand the root causes of job-hopping and offer actionable insights for retention strategies in the Nepalese organizational context.

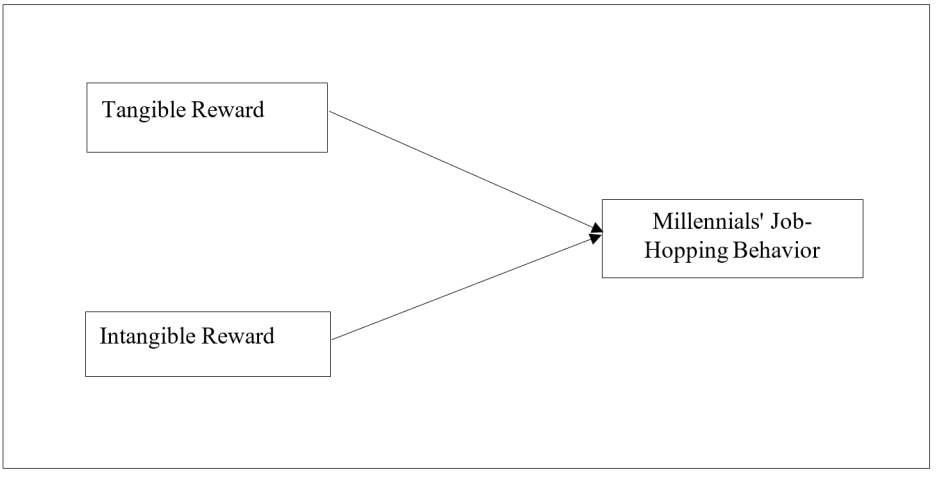

Figure 1: Conceptual Framework *(Source: Adopted and Modified from Furner*

(2020))

i. Tangible Reward (TR):

Tangible reward refers to concrete, measurable, and financial benefits employees receive from an organization in return for their services (Mat Zin, 2012). These typically include salaries, bonuses, provident funds, paid holidays, insurance, and retirement benefits (Robbins, 2020). (Jiang, 2023) says that tangible rewards are also categorized as hygiene factors; their presence prevents dissatisfaction, but they do not necessarily motivate employees.

H1: Tangible rewards have a significant negative relationship with millennial's job-hopping behavior.

ii. Intangible Reward (IR):

Intangible rewards are non-monetary benefits contributing to an employee's psychological satisfaction and emotional well-being (Lee, 2022). These include recognition, opportunities for growth, flexible work arrangements, autonomy, supportive leadership, and a positive organizational culture (Herzberg, 1968). In Herzberg's Two-Factor Theory, these rewards are considered motivators, directly enhancing job satisfaction and long-term commitment.

H2: Intangible rewards have a significant negative relationship with millennial's job-hopping behavior.

3. Methodology

This study adopts an explanatory research design. Explanatory research design involves a structured approach to gathering relevant data primarily through questionnaires and analyzing the cause-and-effect relationships between variables.

The study focuses on the Kathmandu Valley. As the country's capital and home to a high density of private businesses, government organizations, information technology (IT) firms, learning institutions, and service sector firms, Kathmandu has a significantly large employee population. The target population of this study comprises millennial employees working across the private, government, and service sectors in the Kathmandu Valley. Due to the absence of an official record specifying the exact population size of millennial employees in the region,

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the population is considered large and diverse. From this population, a sample of 408 employees is selected using a structured survey questionnaire. The research explores how these employees perceive and respond to various reward systems and how such perceptions influence their job-hopping intentions. Insights drawn from this study are expected to inform human resource policies, talent retention strategies, and reward system reforms within organizations operating in Nepal's capital region.

Data analysis was done using both descriptive and inferential technique. Descriptive statistics will be used to analyze socio-demographic information and to gauge their perceptions of tangible and intangible reward systems, as well as their job-hopping behaviors, underlying motivations, and expectations. Inferential statistics enable the researcher to go beyond the immediate sample and draw conclusions about the broader population from which it was drawn. In this study, techniques such as correlation analysis, t-tests, and Structural Equation Modeling (SEM) will be applied to evaluate relationships between tangible and intangible rewards and job-hopping behavior, as well as to test for group differences across demographic segments.

4. Data Analysis

i. Socio-Demographic Information

A socio-demographic assessment of the study population is carried out to explain the characteristics of the respondents in terms of age, gender, education, organization sector, previous work experience, and employment status

Title	Category	Number	Percentage
Age	29	115	28.5
	30-34	104	25.5
	35-39	106	26
	40-44	83	20.3
Gender	Male	211	53
	Female	158	38.7
	Others	39	9.6
Organization Sector	Private	137	33.6
	Government	138	33.8
	NGO	133	32.6

Work Experience	Less than 3 Years	108	26.5
	3-6 Years	117	28.7
	7-10 Years	90	22.1
	More than 10 Years	93	22.8
Employment Status	Part Time	151	37
	Full Time	127	31.1
	Contract	130	31.9
Monthly Income (in NPR)	Below 20,000	76	18.6
	20,000-40,000	71	17.4
	40,000-60,000	84	20.6
	60,000-100,000	81	19.9
	Above 100000	96	23.5

Table 1: Socio-Demographic Information (Source: Survey Data)

The demographic data collected from the survey indicates that the age group with the highest representation of millennials is 35–39 years, accounting for 26% of the participants. The 29-year group closely follows this at 28.5%, and those aged 30–34 at 25.5%, while the smallest proportion falls in the 40–44 age category at 20.3%. Regarding gender, males are the majority at 53%, followed by females at 38.7% and others at 9.6%. Regarding the organizational sector, the respondents are nearly equally distributed among the three categories: 33.8% work in government institutions, 33.6% in the private sector, and 32.6% in NGOs. This diverse representation offers insights from across major employment sectors in Kathmandu Valley.

Of the respondents, 28.7 % were found to have work experience of 3-6years, 26.5 % have less than 3years, 22.8 % have more than 10years, and 22.1 % fall in the category of 7-10years. Combined, these statistics indicate a fairly balanced population of early to mid-career professionals. For employment status, the majority are employed part-time (37%), while full-time employees account for 31.1%, and contract-based workers make up 31.9%. The demographic profile indicates a diverse and experienced sample, reflecting a meaningful cross-section of employees relevant to the study of rewards and job-hopping behavior in Kathmandu Valley.

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ii. General Understanding on Types of Reward Programs Offered by Organizations

This section outlines the general understanding of employees regarding the types of reward programs offered by organizations in the Kathmandu Valley. The data is based on responses from 408 millennial employees across various sectors, reflecting their perceptions and awareness of both tangible and intangible benefits their employers provide.

The survey results indicate that paid time off or leave encashment is the most recognized benefit, with 35.3% employee awareness. This is followed by salary increments or performance-based bonuses at 31.1%. Retirement or provident fund contributions are recognized by 20% of respondents, while recognition and appreciation are acknowledged by 19.7%. Health insurance or medical benefits account for 15%, and career development opportunities are the least cited at 11%.

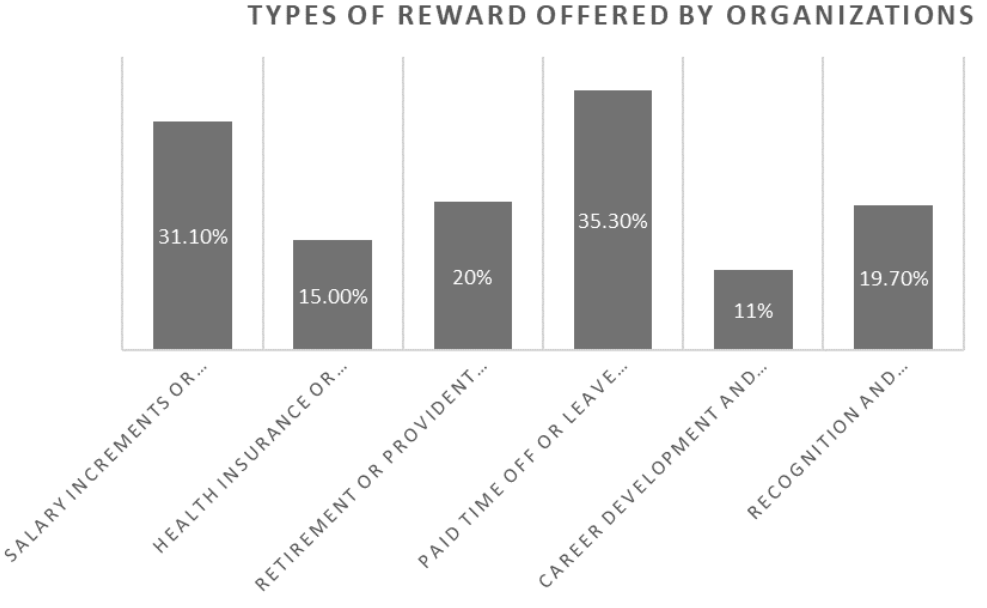

Figure 1: Reward offered by organization (Source: Survey Data)

Employees demonstrate greater awareness of direct, tangible benefits compared to long-term developmental or well-being programs. The lower recognition of career development and health insurance suggests potential areas for organizations to enhance their offerings or improve communication regarding these rewards.

iii. Consequences to Organizations Due to Job-Hopping Behavior

This chart illustrates the perceived consequences of job-hopping behavior for organizations. Job-hopping can have a range of negative impacts on an organization's operations, workforce stability, and long-term growth. Understanding these effects is essential for developing strategies to mitigate them and retain skilled employees

Figure 2: Consequences faced by Organization due to Job-Hopping (Source: Survey Data)

The data shows that decreased employee morale and team cohesion are the most significant consequences, reported by 52% of respondents. This suggests that frequent staff turnover disrupts relationships and undermines trust within teams. Reduced performance and productivity follow at 36%, indicating constant personnel changes can hinder workflow efficiency. Increased recruitment and training costs account for 32.7% of responses, reflecting organizations' financial burden when replacing staff and onboarding new hires.

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Challenges in implementing long-term strategic plans are reported by 49.8% of participants, highlighting how high turnover rates can derail organisational goals and delay projects. Instability in organizational culture and values is the least cited consequence at 19.7%. However, it remains a notable concern, as frequent job changes can weaken shared values and disrupt the work environment. Overall, the findings emphasize that job-hopping affects immediate productivity and poses risks to the organization's culture, strategy, and financial resources.

iv.Internal Consistency Reliability

The internal consistency analysis is tested using Cronbach's Alpha and Composite Reliability (CR).

	Cronbach's Alpha	Average Variance Extracted (AVE)
IR	0.934	0.791
JH	0.884	0.684
TR	0.925	0.769

Table 1: Reliability Analysis

The constructs in this study are reliable and valid. Cronbach's alpha and composite reliability values for IR, JH, and TR all exceed 0.70, confirming internal consistency. Additionally, AVE values are above 0.50, indicating strong convergent validity.

v. Convergent Validity

(Fornell & Larcker, 1981) First introduced Average Variance Extracted (AVE) to assess convergent validity. They recommend that a construct shows acceptable convergent validity when the AVE score is 0.50 or higher and the loading is above 0.7.

Construct	Item	Loading	AVE
Intangible Reward (IR)	**IR1**	0.907	0.791
	IR2	0.855	
	IR3	0.909	
	IR4	0.897	
	IR5	0.877	

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Tangible Reward (TR)	**TR1**	0.874	0.769
	TR2	0.912	
	TR3	0.884	
	TR4	0.828	
	TR5	0.885	
Job Hopping (JH)	**JH1**	0.888	0.684
	JH2	0.75	
	JH3	0.836	
	JH4	0.765	
	JH5	0.886	

Table 2: Convergent Validity

The Average Variance Extracted (AVE) values for Intangible Reward (0.791), Tangible Reward (0.769), and Job Hopping (0.684) are all above the minimum acceptable level of 0.50. This indicates that each construct explains more than half of the variance in its measurement indicators. Additionally, the factor loadings for all items exceed the acceptable threshold for exploratory research, with most surpassing the preferred benchmark of 0.70. This demonstrates strong indicator reliability. These results confirm that the measurement model exhibits satisfactory convergent validity, meaning that the items within each construct are highly correlated and effectively represent their respective latent variables.

vi. Discriminant Validity

The Heterotrait-Monotrait (HTMT) correlation ratio, the Fornell and Larcker criterion, and the indicator's cross-loading can all be used to assess discriminant validity.

	IR	**JH**	**TR**
IR1	0.907	-0.809	0.77
IR2	0.855	-0.809	0.807
IR3	0.909	-0.79	0.794
IR4	0.897	-0.732	0.736
IR5	0.877	-0.739	0.75
JH1	-0.793	0.888	-0.816
JH2	-0.699	0.750	-0.674
JH3	-0.71	0.836	-0.675

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JH4	-0.608	0.765	-0.575
JH5	-0.784	0.886	-0.872
TR1	0.75	-0.854	0.874
TR2	0.78	-0.771	0.912
TR3	0.736	-0.741	0.884
TR4	0.828	-0.769	0.828
TR5	0.711	-0.728	0.885

*Table 3: Factor cross-loading (*Source: Survey Report)

The criteria regarding the loading value of the construct, which should be bigger than all the loadings in the other constructs, are met in Table 6 for evaluating the cross-loading in the study. Therefore, cross-loading is not an issue in the study. The results show that every indicator relates more strongly to its construct than others, confirming that discriminant validity is established in this study.

	IR	**JH**	**TR**
IR	**0.889**		
JH	-0.874	**0.827**	
TR	0.869	-0.885	**0.877**

Table 4: Fornell-Larcker Criterion (*Source: Survey Report)*

To assess discriminant validity using the Fornell-Larcker criterion, we determine if a latent construct accounts for more variance in its own indicators than it does in the indicators of other latent constructs. As shown in Table 7, the correlations with other latent constructs are lower than the square root of each construct's Average Variance Extracted (AVE).

	IR	**JH**	**TR**
IR			
JH	0.946		
TR	0.911	0.943	

Table 5: Heterotrait-Monotrait (HTMT) Ratio (*Source: Survey Report)*

The table above shows the HTMT values, which are used to check discriminant validity in the study. According to Gold et al., 2001 problems with discriminant validity usually occur when the constructs are highly similar or overlap. To address this, they recommended that HTMT values remain below 0.10, especially in exploratory research, as values within this range suggest that the constructs are distinct and discriminant validity is acceptable. Therefore, maintaining HTMT values below this threshold helps ensure that each construct measures a separate concept as intended in the study.

vii. Goodness of Fit

The Standardized Root Mean Square Residual (SRMR) is a key indicator used to evaluate how well a proposed model fits the collected data before moving forward with structural analysis. A model is generally considered a good fit when its SRMR value is below 0.08. Similarly, lower SRMR values reflect better model fit and higher explanatory power. In this study, the SRMR value of 0.069 falls within the acceptable range, indicating that the model is well-suited for further analysis and sufficiently represents the underlying data structure.

viii. Structure Model Assessment

This study investigated the interrelationships among the latent constructs: Tangible Rewards (TR), Intangible Rewards (IR), and Job-Hopping (JH). The analysis focused on hypothesis testing by evaluating path coefficients and R^2 values to assess statistical significance and practical relevance. The structural model was employed to examine these direct associations, forming the foundation for understanding the dynamics among the variables. Data analysis was carried out using SmartPLS-4, which generated numerical results and visual diagrams to support interpretation. The structural model featured three direct paths and incorporated four latent variables, each measured by a set of associated observed indicators, aligned with the study's conceptual framework.

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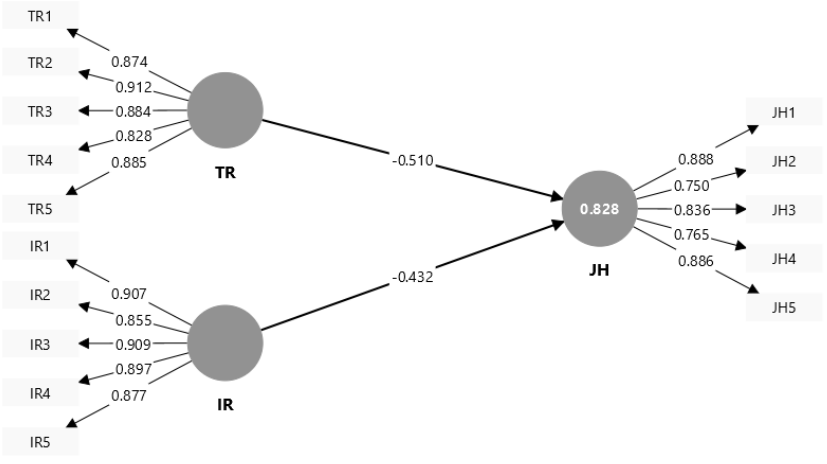

Figure 3: Path Analysis (Source: Survey Report)

The structural paths between the constructs are central to interpreting the model. The path coefficient from Tangible Rewards (TR) to Job-Hopping (JH) is -0.510, indicating a strong negative relationship. This means that as tangible rewards increase, the tendency of employees to engage in job-hopping significantly decreases and vice versa. Likewise, the path from Intangible Rewards (IR) to Job-Hopping (JH) is -0.432, representing a moderately strong negative effect. This suggests that intangible rewards play a vital role in reducing job-hopping behavior, although their impact is slightly less than that of tangible rewards. The R^2 value for JH is 0.828, which implies that the combined effects of TR and IR explain 82.8% of the variance in job-hopping behavior. This is a high explanatory value, showcasing the practical relevance and strength of the proposed model in explaining employee turnover tendencies. Both forms of rewards are significant predictors, with tangible incentives having a marginally greater influence in retaining employees.

ix. Hypothesis Test

For hypothesis testing, bootstrapping was conducted using SmartPLS-4 with 10,000 subsamples. The evaluation focused on t-values, p-values, and confidence

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intervals. Relationships with t-values greater than 1.96 and p-values below 0.05 were considered significant. Additionally, the corresponding path coefficient was deemed statistically significant if zero was not included within the 95% confidence interval. Based on these criteria, the paths from intangible and tangible rewards to job hopping were statistically valid and meaningful in explaining employee behavior.

	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (|O/STDEV|)	P values	CI	
					2.50%	97.50%
IR -> JH	-0.431	0.053	8.134	0	-0.532	-0.324
TR -> JH	-0.511	0.052	9.818	0	-0.614	-0.411

Table 6: Hypothesis Test

The hypothesis testing examined the relationships between intangible rewards (IR) and job hopping (JH), as well as between tangible rewards (TR) and job hopping, to determine their statistical significance and directional influence. The path coefficient from IR to JH was -0.431, while that from TR to JH was -0.511, indicating negative relationships. This suggests that increases in both intangible and tangible rewards are associated with a reduction in employees' intentions to job-hop. The negative coefficients imply that when employees perceive higher rewards, whether non-monetary or monetary, they are less likely to seek employment elsewhere. To test the significance of these relationships, t-statistics of 8.134 (IR → JH) and 9.818 (TR → JH) were obtained, both exceeding the critical value of 1.96, with p-values of 0.000 for both paths. The 95% confidence intervals also did not include zero, confirming the statistical significance of both relationships.

5. Discussion and Results

This research examines the effect of tangible and intangible rewards on employees' intentions to engage in job-hopping behavior. The goal is to understand whether tangible and intangible rewards influence employees' decisions to remain with

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or leave an organization, particularly in a competitive employment environment. The study tests two primary hypotheses using structural equation modelling via SmartPLS-4, focusing on statistical significance, strength of relationships, and reliability of results through bootstrapping.

Hypothesis 1 proposed that intangible rewards (IR) have a significant effect on job-hopping (JH). The results indicate a negative relationship between IR and JH, with a sample mean of -0.431 and a standard deviation of 0.053. This negative coefficient suggests that as intangible rewards increase, the likelihood of employees engaging in job-hopping behavior decreases. The t-value of 8.134 exceeds the critical threshold of 1.96, and the p-value of 0.000 is well below the 0.05 significance level, confirming that the relationship is statistically significant. The 95% confidence interval ranges from -0.532 to -0.324, which does not include zero, reinforcing the robustness of the finding. These results support the hypothesis, indicating that non-monetary factors such as recognition, career growth, and workplace environment are vital in reducing job-hopping intentions among employees.

Hypothesis 2 suggested that tangible rewards (TR) also have a significant effect on job-hopping (JH). The analysis confirms a negative relationship between TR and JH, with a sample mean of -0.511 and a standard deviation of 0.052. This suggests that higher tangible rewards significantly lower the chances of employees leaving the organization. The t-value of 9.818 further confirms the strength of the relationship, exceeding the 1.96 threshold, and the p-value of 0.000 affirms its statistical significance. The confidence interval ranging from -0.614 to -0.411 excludes zero, strengthening the validity of the result. These findings highlight that employees value financial benefits strongly, and organizations offering competitive compensation packages are more likely to retain their workforce.

In conclusion, the significant impact of both reward types supports Herzberg's argument that while hygiene factors prevent dissatisfaction, motivators contribute to sustained engagement. Therefore, the study confirms that a balanced reward system that addresses both hygiene and motivational factors is essential for reduc-

ing job-hopping behavior.

6. Conclusion

The findings of the study show that both tangible and intangible rewards significantly influence millennials' decisions to stay with or leave an organization. When employees perceive rewards as fair, growth-focused, and aligned with their expectations, they are less likely to consider job-hopping. Importantly, the findings highlight an increasing focus on intangible rewards, indicating a shift in millennial expectations toward more holistic and development-oriented employment relationships.

The significant impact of tangible rewards highlighted in this study is consistent with previous research. In a similar study by Trevor et al., (1997), the authors reported that pay growth and compensation significantly reduce voluntary turnover. Similarly, Shaw et al. (1998) demonstrated that financial reward structures play a critical role in shaping employee retention decisions, reinforcing the importance of competitive compensation in discouraging job mobility.

At the same time, the increasing value of intangible rewards noted in this study aligns with modern workforce research. Consistent with our objectives, Allen et al. (2003) found that perceived organizational support and recognition significantly lower job-hopping intentions. Similarly, Holtom et al. (2008) emphasized that career development opportunities and intrinsic motivation are key predictors of employee retention, reinforcing the idea that non-financial rewards are becoming increasingly important for maintaining workforce stability.

The findings indicate that a well-balanced reward system, combining financial incentives with recognition, development opportunities, and meaningful work, is crucial for reducing job-hopping. As a result, the study not only meets its stated objectives but also enhances understanding of reward-based retention strategies in emerging labor markets.

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