Employee Engagement and Turnover Intention in Nepalese Banking Sector

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ABSTRACT

The primary objective of this study is to examine the impact of employee engagement initiatives on turnover intention and to identify the key drivers of employee engagement. A sample of 200 employees from various commercial banks participated in this research. The methodology involved quantitative analysis, including correlation analysis and multiple regression analysis. The findings revealed significant negative correlations between employee engagement and turnover intention, indicating that as employee engagement increases, turnover intention tends to decrease. The study also identified four crucial factors that influence engagement: a supportive work environment, rewards and recognition programs, positive relationships with management, and clear career progression opportunities. The implications of this study suggest that organizations in the banking sector can mitigate turnover intention by strategically enhancing employee engagement through targeted initiatives and by fostering a work culture that prioritizes these key drivers of engagement.

Keywords*: Employee Engagement, Turnover Intention, Work Environment, Rewards and Recognition, Relationship with Management, Career Progression.*

Introduction

Employee engagement pertains to the extent of commitment and motivation exhibited by employees towards their job and the organization. Engaged employees display emotional investment in their work and willingly exert additional effort to assist their company in attaining its objectives. Particularly in the banking sector, employee engagement plays a vital role in guaranteeing the delivery of exceptional customer service and upholding the industry's stringent standards of accuracy and professionalism. Described more formally, employee engagement is characterized as the positive emotional connection an employee establishes with their work, colleagues, and organization, motivating them to contribute discretionary effort to achieve the organization's goals (Bakker & Albrecht, 2018).

Employee engagement refers to a psychological state wherein employees experience a strong connection to their work, colleagues, and the organization as a whole. This state is marked by a heightened sense of energy, enthusiasm, and

active involvement in one's job. Engaged employees demonstrate a profound commitment to their organization's goals and values, willingly contributing discretionary effort that goes beyond the basic job requirements. It's crucial to note that employee engagement transcends mere job satisfaction, representing a deeper emotional investment in one's work.

Organizations can gauge and enhance employee engagement as a strategic approach to elevate job performance, productivity, and overall profitability, while concurrently mitigating burnout and reducing turnover intention. The measurement of employee engagement typically involves the utilization of surveys or other assessment tools, offering valuable insights into employees' attitudes, behaviors, and motivations (Rich et al., 2010).

In the contemporary era, turnover intention signifies an employee's deliberate willingness to leave their current job or organization. It mirrors an employee's intent or desire to explore alternative employment opportunities or pursue a career change. Numerous factors contribute to turnover intention, including job dissatisfaction, a lack of growth opportunities, inadequate compensation, an unfavorable work-life balance, organizational culture, and various individual or organizational elements. Organizations today consistently affirm that their employees constitute their most valuable asset. Consequently, there is an ongoing effort to build an employment brand that is appealing to both existing employees and potential talent, particularly in the context of navigating a competitive "war for talent."(Glen, 2006).

The chosen research topic, "Employee Engagement and Turnover Intention in Banking Sectors," was selected based on scholarly curiosity and practical relevance. The significance of the subject lies in its potential to unravel the intricate interplay between employee engagement and turnover intention, particularly within the competitive dynamics of the banking sector. Existing literature underscores that engaged employees in the banking sector contribute to heightened performance and customer satisfaction. Given the sector's reliance on skilled personnel and the challenges posed by turnover, the study aims to provide insights for effective retention strategies.

Statement of the Problem

Employee engagement and turnover intention present a significant challenge for organizations, particularly within the banking sector. Elevated levels of turnover can entail increased costs for organizations, encompassing expenses related to recruitment, selection, training, and the resultant loss of productivity. Beyond

financial implications, turnover can disrupt team dynamics and have a profound impact on overall organizational performance.

Within the Nepalese banking sectors, the average turnover rate, standing at around 6.18% according to the annual supervision report of NRB, accentuates the urgency of addressing both employee engagement and turnover concerns. This calls for a comprehensive approach to not only boost engagement but also to strategize for employee retention, recognizing the interconnected nature of these challenges within the specific context of the banking sector in Nepal.

Public banks, with their emphasis on job security, recognition, favorable working environments, and clear career progression pathways, establish an atmosphere conducive to higher employee engagement. This heightened engagement may contribute to reduced turnover intentions, stemming from the positive alignment of employee values with organizational goals. Conversely, private banks, despite employing the majority of the workforce, grapple with higher turnover intentions, potentially attributable to factors such as a comparatively less favorable work environment and limited career advancement opportunities.

In the contemporary globalized and competitive landscape, retaining employees has become one of the most crucial and challenging responsibilities for the human resources department. Establishing robust relationships with management based on trust and transparency emerges as a critical factor in enhancing employee engagement and curbing turnover intention, as noted by Albrecht et al. (2015). When employees perceive that they are valued and supported by their leaders, they are more likely to be engaged and committed to the organization, ultimately contributing to a more stable and productive workforce.

Several studies have delved into this relationship in the context of the Nepalese banking sector. For instance, a study conducted by Dhakal & Gautam (2020) revealed a negative relationship between employee engagement and turnover intention among employees in Nepalese banks. Similarly, findings from a study by Aryal and Bhusal (2020) underscored the significant negative impact of employee engagement on turnover intention within the Nepalese banking sector. These research endeavors contribute to a growing body of knowledge that emphasizes the pivotal role of employee engagement in mitigating turnover challenges within the specific context of Nepalese banking sector.

Objectives of the Study

The major objective of the study is to examine the impact of employee engagement on turnover intention in banking sector of Nepal. However, the specific objectives are as follows:

i. To examine the Factors determined employee engagement in the banking sector?
ii. To analyze the level of turnover intention in the banking sector
iii. To determine the correlation between employee engagement and turnover intention
iv. To assess the impact of employee engagement initiatives on employee turnover intention among employees in the banking sector.

Conceptual Framework

The conceptual framework delineates the interconnection between employee engagement and turnover intention. Employee engagement signifies the extent of an employee's involvement, enthusiasm, and commitment to their work and the organization. It is shaped by various factors including the work environment, leadership, career prospects, and compensation. Conversely, turnover intention represents an employee's inclination to depart from their current job and organization. This study aims to explore the correlation between employee engagement and turnover intention in the banking sector of Nepal. Figure illustrates the conceptual framework designed for this investigation.
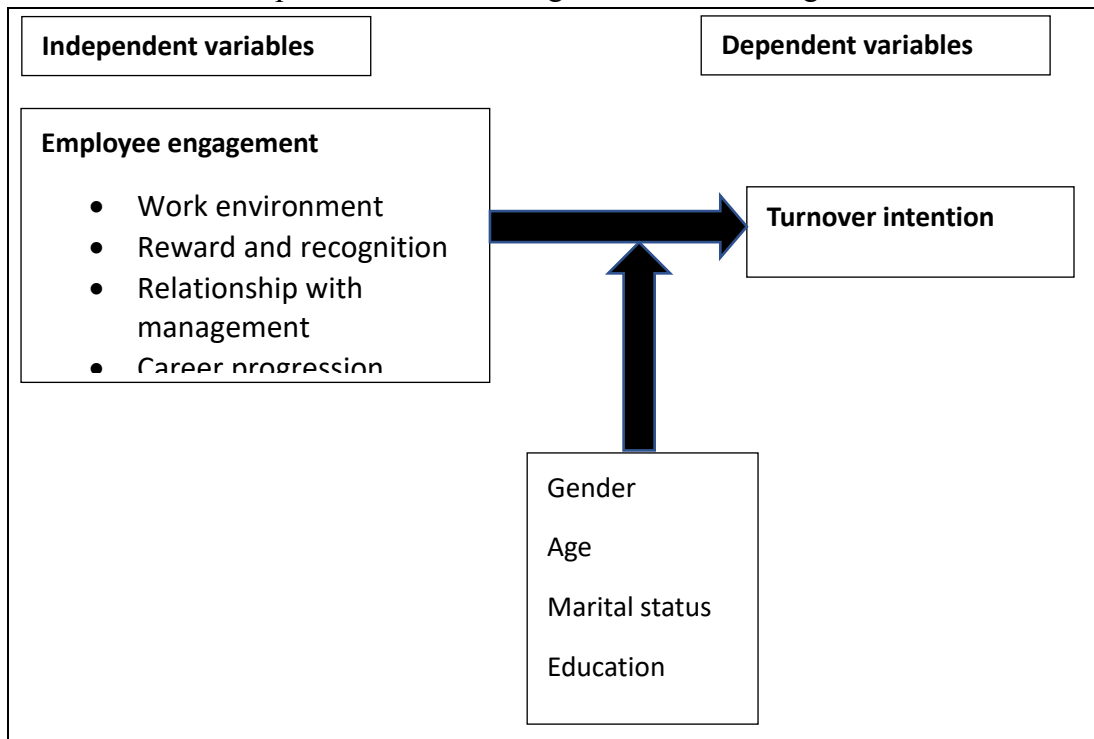
Source: Naufer & Kumar, 2020

Operational Definitions

Independent Variables

Employee Engagement

Employee engagement transcends mere job satisfaction, encompassing commitment, active participation, and emotional connection. According Ali (2021), key drivers include values alignment, pride, growth opportunities, involvement in decision-making, and positive relationships. Measuring employee engagement typically involves surveys assessing attachment, satisfaction, motivation, effort, and alignment. It signifies a deep commitment, active involvement, enthusiasm, and a willingness to contribute and remain with the organization. Cultivating employee engagement fosters dedication, creativity, and collaboration, ultimately enhancing organizational performance and success.

Work Environment

Smith & Johnson (2019) and Bhatti, Shahzad & Sheikh (2021) underscores the crucial importance of evaluating the impact of the work environment on employee engagement and turnover intention. Smith and Johnson's cross-sectional analysis within the banking sector (2019) delved into how various facets of the work environment shape employee engagement levels. Similarly, Williams and Brown's longitudinal study in the retail industry (2020) investigated the contribution of the work environment to turnover intention. These studies collectively emphasize the central role of the work environment in influencing both employee engagement and turnover intention. A positive work environment can enhance engagement, fostering dedication and active participation in work tasks. Conversely, an unsatisfactory work environment may elevate turnover intention as employees seek improved conditions elsewhere. Consequently, organizations are advised to prioritize a supportive work environment, addressing factors such as physical comfort, social dynamics, and workload balance to cultivate engagement and reduce turnover risk.

Reward and Recognition

Employee engagement and turnover intention research, the evaluation of reward and recognition typically involves structured surveys to gauge employees' perceptions of acknowledgment and appreciation. Studies by Chen &Wang (2019) and Garcia & Martinez (2020) exemplify this survey-based approach. These surveys aim to capture employees' opinions on how their contributions are

acknowledged and rewarded within the organization. Variables related to reward and recognition are crucial as they assess how organizations value the efforts of their employees. Tangible rewards like incentives and promotions, along with intangible recognition such as verbal praise and opportunities for skill development, collectively impact engagement and, consequently, turnover intention. Examining reward and recognition programs, as demonstrated in the cited studies, provides insights into their effectiveness in enhancing engagement levels and reducing employees' inclination to seek alternative job opportunities.

Relationship with Management

Employee engagement and turnover intention, the assessment of the relationship with management is commonly conducted through survey-based instruments. Studies like Lee & Yun (2019) and Rodriguez & Martinez (2020) illustrate this measurement approach. These surveys aim to evaluate employees' perceptions of their interactions, communication, and rapport with their supervisors. The variable of relationship with management is significant as it measures the quality of working relationships and the support provided by leadership. Positive relationships foster open communication, trust, and employee involvement, influencing engagement levels and decreasing the likelihood of turnover. By delving into the dynamics of the relationship with management, as demonstrated by the mentioned studies, a more profound understanding emerges of how effective leadership impacts employees' commitment, satisfaction, and retention within the organization.

Career Progression

Employee engagement and turnover intention, the assessment of career progression often involves the use of surveys and qualitative evaluations. Studies like Johnson & Smith (2018) and Chen & Wang (2021) exemplify this measurement approach. These inquiries delve into employees' perceptions of opportunities for advancement, skill development, and growth within the organization. The career progression variable encapsulates the degree to which employees perceive avenues for professional development and upward mobility. Positive experiences in career progression enhance engagement by providing a sense of purpose and direction, subsequently reducing the likelihood of turnover. By exploring the dynamics of career progression, as highlighted by these studies, a more comprehensive understanding emerges of how organizational investment in employee growth impacts their commitment, contentment, and tenure.

Dependent Variables

Turnover intention

Turnover intention research, measurement frequently entails the use of standardized surveys and questionnaires. Notable studies, exemplify this measurement approach. These investigations delve into employees' self-reported inclinations and intentions to leave their current employment. The turnover intention variable encompasses individuals' cognitive assessments and attitudes toward seeking alternative job opportunities. By examining turnover intention through these studies, a clearer understanding emerges of the factors that influence employees' decisions to stay or leave their current positions. These findings underscore the importance of addressing such factors to mitigate turnover intention and its potential impact on organizational stability and performance.

Limitations of the Study

The study employed self-administered questionnaires to collect data, relying on respondents' self-reports, introducing a limitation associated with the potential influence of respondent truthfulness. The accuracy of responses cannot be guaranteed, impacting the reliability of the results. Additionally, the study is subject to the following limitations:

i.   The research is confined to the banking sector, limiting its generalizability to other industries.
ii. The sample size of 200 respondents and the exclusive focus on employees within commercial banks impose limitations on the study's scope.
iii. Convenience sampling introduces potential bias.
iv. Moreover, the study primarily concentrated on four key variables (career progression, work environment, rewards and recognition, and relationship with management), omitting an in-depth exploration of other potential influences such as job roles, workload, and family dynamics.
v.   Future research endeavours may benefit from incorporating a more comprehensive set of variables to enhance the depth and breadth of the study's findings.

Methods

Employing descriptive research design, the study aimed to comprehensively identify the drivers of turnover intention and examine the complex connection between employee engagement and turnover intention. The quantitative

methodology involved survey questionnaires, enabling the collection of data at a specific point in time for the analysis of variable relationships. By adopting this approach, the study sought insights the banking sector, providing valuable information for enhancing employee engagement and reducing turnover intention.

The study utilized a structured questionnaire for data collection based on Likert scale to measure main constructs. This study relies on primary data sources, employing a questionnaire method to gauge respondents' opinions on employee engagement, turnover intention. The questionnaire encompasses sections on demographic information, employee engagement factors (such as Reward and Recognition, Relationship with Management, Career Progression, and working environment), and turnover intention. The Likert scale, with reverse scoring for turnover intention, was used for responses, with scores ranging from "Strongly Disagree" to "Strongly Agree." The study collected data from employees in Nepalese banking sector, aiming to uncover the relationships between employee engagement factors and turnover intention.

The target population consisted of employees in the banking sector, and purposive sampling method was applied to select the sample. According to the bank supervision report of NRB, the commercial banking sector in Nepal employed 46,408 individuals as of mid-July 2022. Using Cochran's formula for a finite population the sample size should be 384. Research instruments were personally handed over to respondents requesting them duly fill and return within specific time but only 200 respondents were returned duly filled and usable questionnaire.

Analytical Tools

To scrutinize the gathered data on employee engagement and turnover intention in Nepalese banking sector, a range of prevalent data analysis tools and techniques have been applied.

Descriptive Statistics

Descriptive statistics offer an overview of the collected data, presenting measures such as mean, median, mode, standard deviation, and frequency distributions. These statistics facilitate comprehension of the central tendency, dispersion, and distribution of variables associated with employee engagement and turnover intention.

Correlation Analysis

Correlation analysis assesses the strength and direction of relationships between variables, aiding in gauging the degree of association between factors of employee engagement (e.g., reward and recognition, relationship with management, career

progression, working environment) and turnover intention. Technique of Pearson's correlation coefficient is applied to examine these correlations.

Regression analysis

Regression analysis is employed to scrutinize the predictive relationship between independent variables (employee engagement factors) and the dependent variable (turnover intention). Multiple regression analysis is utilized to pinpoint significant predictors and quantify their impact on turnover intention. This aids in comprehending how alterations in employee engagement factors affect turnover intention.

Results and Discussion

The study gathered data from 200 employees of Nepalese commercial banks. Respondents' profiles, including age, gender, marital status, education level, and tenure, were analyzed for diverse sample representation.

Descriptive Analysis

Descriptive analysis was employed in the study on employee engagement and turnover intention in the Nepalese banking sector to summarize and present an overview of the demographic characteristics of the respondents.

Table 1

Profiles of respondents

Sl. No.	Attributes	Sub Attributes	Numbers	Percentages (%)
1	Gender	Male	119	59.3
		Female	81	40.7
2	Age	20-30	176	88
		30-40	20	10
		40-50	4	2
3	Marital Status	Single	156	78
		Married	44	22
4	Education Level	High school level	12	6
		Bachelor's Degree	56	28
		Master's Degree	132	66
5	Income Level	Less than 30000	76	38
		30000-40000	67	33.5
		40000-50000	18	9
		50000-60000	15	7.5
		60000 Above	24	12
6	Experiences	0-5	172	86
		5-10 years	28	14
	N=200			

Table 1 shows the demographic profiles of the 200 respondents from Nepalese commercial banks participating in the study. The majority of respondents were male, constituting 59.3% of the sample, while 40.7% were female. In terms of age distribution, a significant portion, 88%, fell within the 20-30 age group, with 10% in the 30-40 age group and 2% in the 40-50 age group. Regarding marital status, 78% of respondents were single, while 22% were married. In terms of educational qualifications, 6% had a high school level or below, 28% held a bachelor's degree, and 66% had a master's degree. When considering income levels, 38% reported earning less than 30,000 Nepalese rupees, and the majority of respondents had monthly incomes below 50,000 Nepalese rupees. In terms of work experience, 86% of respondents had 0-5 years of experience, while 14% had 5-10 years of experience. This detailed breakdown of demographic attributes provides a nuanced understanding of the diverse composition of the sample, contributing valuable insights for analyzing the relationship between employee engagement and turnover intention in the Nepalese banking sector.

Analysis of Employee Engagement Variables

Employee engagement variables are analyzed by identifying and exploring factors influencing employee engagement within an organization. This process involves surveying employees and utilizing statistical methods such as descriptive statistics, correlation analysis, and regression analysis. Descriptive statistics provide an overview of engagement levels and associated variables.

Table 2

Working Environment

Descriptive Statistics	N	Mean	Std. Deviation
I find my work environment motivating and conducive to enthusiasm for my tasks.	200	3.94	0.869
The organization provides a supportive work environment.	200	3.93	0.838
The organization promotes a healthy work environment that prioritizes employee well-being.	200	3.77	0.902
To what extent do you believe that the work environment has a positive impact on your engagement and job satisfaction.	200	4.12	0.727
N	200	3.94	0.83

Table 2 presents the descriptive statistics for the working environment variables based on the responses of 200 participants. The mean values indicate the average scores assigned by participants, reflecting their perceptions of the working environment. The standard deviation measures the variability of responses around the mean. For the statement "I find my work environment motivating and conducive to enthusiasm for my tasks," the mean score is 3.94, indicating a generally positive perception with moderate variability. "The organization provides a supportive work environment" has a mean score of 3.93, signaling a positive perception with moderate variability. In contrast, "The organization promotes a healthy work environment that prioritizes employee well-being" has a mean of 3.77, indicating a slightly lower but still positive perception with higher variability. The statement "To what extent do you believe that the work environment has a positive impact on your engagement and job satisfaction" received the highest mean score of 4.12, suggesting a particularly positive perception with lower variability, indicating more consensus among participants. Overall, the mean values reveal a favorable view of the working environment, while standard deviations offer insights into response variability.

Table 3

Reward and Recognition

Descriptive Statistics	N	Mean	Std. Deviation
Obtain consistent criticism and appreciation for my contributions.	200	3.81	0.806
I feel respected and valued for the work I do.	200	3.92	0.728
I am satisfied with the fairness and transparency of the reward and recognition process.	200	3.83	0.859
The recognition I receive for my work positively impacts my job satisfaction.	200	4.13	0.675
The reward and recognition programs significantly contribute to my overall engagement with the organization.	200	4.08	0.756
N	200	3.95	0.764

Table 3 shows valuable insights into employees' positive perceptions of feedback, recognition, and reward systems in the workplace. Employees express satisfaction with regular feedback and recognition, emphasizing the importance of feeling valued and appreciated. Additionally, the perceived fairness and transparency of

reward processes contribute to a favorable sentiment among employees. The acknowledgment that recognition positively influences job satisfaction and the belief in the effectiveness of reward programs for overall engagement highlight the potential impact of these practices on employee motivation and commitment. These findings underscore the significance of robust feedback and recognition mechanisms in cultivating a positive work environment. The data suggests that organizations can leverage these mechanisms to boost job satisfaction, enhance engagement, and foster a dedicated and content workforce. The positive employee perceptions regarding their work environment, recognition, and career growth, as revealed in the analysis, offer actionable insights for organizations to implement strategies that support employee well-being and contribute to organizational success.

Table 4

Relationship with management

Descriptive Statistics	N	Mean	Std. Deviation
I have open and supportive communication with my immediate supervisor.	200	3.95	0.681
My boss supports and encourages my further professional development.	200	3.90	0.857
I feel comfortable discussing concerns or issues with my supervisor.	200	3.97	0.769
My relationships with my co-workers are productive.	200	4.27	0.630
N	200	3.99	0.798

Table 4 shows the positive perception among employees regarding open and supportive communication with their immediate supervisors. Employees express belief in their supervisors' encouragement and support for professional growth, contributing to a favorable work environment. The data also indicates a comfort level in discussing concerns with supervisors, showcasing a healthy exchange of ideas. Additionally, positive working relationships with colleagues are reported, highlighting a collaborative and harmonious workplace atmosphere. These findings emphasize the critical role of effective communication and positive relationships in a work setting, influencing employee satisfaction and engagement. Fostering such dynamics can contribute to enhanced employee well-being and the creation of a more productive and cohesive work environment.

Table 5

Career Progression

Descriptive Statistics	N	Mean	Std. Deviation
I believe that my work contributes to the overall success of the organization.	200	4.35	0.685
There are clear pathways for advancement and growth in my organization.	200	4.02	0.763
I receive regular feedback and guidance on my career development.	200	3.80	0.897
The organization provides mentorship or coaching programs to support career growth.	200	3.90	0.792
I am satisfied with the opportunities for career growth within the organization.	200	3.82	0.923
N	200	3.98	0.812

Table 5 highlights employees' perceptions of their pathways for advancement, career development, and available mentor ship/coaching programs. Overall, respondents express a strong belief in the significance of their work for organizational success, indicating a sense of purpose and contribution. While clear pathways for growth are acknowledged, there is room for improvement in areas such as receiving regular feedback and satisfaction with opportunities for career growth. These findings suggest that organizations can enhance employee engagement by strengthening feedback mechanisms and refining career growth opportunities, aligning them more closely with employees' expectations and aspirations.

Analysis of turnover intention variables

Table 6

Turnover Intention variable analysis

Descriptive analysis	N	Mean	Std. Deviation
I frequently think about leaving my current job.	200	2.57	1.176
I feel dissatisfied with my current job and have a strong intention to leave.	200	2.49	1.130
I feel that my current job does not align with my long-term career goals.	200	2.68	1.298
To what extent do I actively seek job opportunities outside of my current organization	200	2.855	1.166
I believe that leaving my current job would lead to better career opportunities.	200	2.97	1.348
I have started networking and connecting with professionals in other organizations.	200	2.705	1.227
N	200	2.72	1.22

Table 6 shows The turnover intention variables which provides the insights into employees' contemplation of leaving their current jobs. The data indicates that employees frequently entertain thoughts of leaving, expressing dissatisfaction and perceiving misalignment with long-term career goals. Additionally, employees actively seek external job opportunities, with some already networking outside their current organization. The overall mean suggests a moderate level of turnover intention among respondents. These findings underscore the importance of addressing factors contributing to employees' dissatisfaction and aligning organizational strategies with employees' long-term career aspirations. Organizations may benefit from targeted interventions to enhance job satisfaction, align career growth opportunities, and foster a work environment that reduces turnover intention, ultimately contributing to a more stable and committed workforce.

Correlation analysis between employee engagement and turnover intention

Table 7

Relationship between employee engagement and intention to leave

Variable	WE	RR	RM	CP	TI
WE	1				
RR	.661**	1			
RM	.438**	.517**	1		
CP	.437**	.580**	.505**	1	
TI	-.349**	-.373**	-.355**	-.390**	1

**. The significance level for correlation is 0.01 (2-tailed).

Table 7 shows the relationships between different variables in the study reveals several key findings. A positive work environment is strongly correlated with both reward and recognition and positive relationships with management. This indicates that a motivating work environment is associated with higher levels of recognition and positive managerial relationships. Additionally, all these factors—work environment, reward and recognition, and relationship with management—show negative correlations with turnover intention, suggesting that improvements in these aspects tend to decrease turnover intention. Moreover, career progression is positively correlated with these factors, highlighting their interconnected nature. These findings emphasize the crucial role of a supportive work environment, recognition, effective management relationships, and career advancement opportunities in reducing turnover intention and enhancing satisfaction and engagement among employees within the organization.

Regression Analysis

Regression analysis is a statistical method employed to investigate the connection between a dependent variable (response) and one or more independent variables (predictors) within a dataset. The primary objective of regression analysis is to

construct a mathematical model capable of forecasting or elucidating the fluctuations in the dependent variable by considering the values of the independent variables.

Table 8

Multiple Regression analysis of independent variable(Work environment, reward & recognition, relationship with management career progress) to dependent variable(turnover intention)Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Df1	DF2	Sig.
1	.461[a]	0.513	0.797	0.87984	13.175	4	195	0.001
a. Predictors: (Constant), WE, RR, RM, CP								

Table 8 shows the regression analysis results reveal crucial insights into the model's performance. The coefficient of determination (R Square) indicates that approximately 51.3% of the variability in the dependent variable can be explained by the independent variables (Work Environment, Reward and Recognition, Relationship with Management, and Career Progression). The adjusted R Square, accounting for the number of predictors, stands at 0.797, reinforcing the model's robustness. The standard error of the estimate (0.87984) reflects the accuracy of predictions. The F-statistic (13.175) is statistically significant (p = 0.001), indicating that the overall model is effective in explaining the variance. The model comprises constant and predictors (WE, RR, RM, CP). In summary, these results signify the model's strength in capturing and explaining the relationships between the specified predictors and the dependent variable.

Table 9

Multiple Regression analysis of independent variable (Work environment, reward & recognition, relationship with management career progress) to dependent variable (turnover intention)

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	6.550	0.548		11.945	0.001
WE	-0.212	0.132	-0.138	-1.610	0.109
RR	-0.166	0.182	-0.087	-0.909	0.034
RM	-0.257	0.139	-0.145	-1.853	0.065
CP	-0.331	0.131	-0.206	-2.523	0.012
a. Dependent Variable: TI					

Table 9 provides valuable insights into the individual contributions of the predictors (Work Environment, Reward and Recognition, Relationship with Management, and Career Progression) to the dependent variable (Turnover Intention). The constant term (6.550) represents the predicted value of the dependent variable when all predictors are zero. The standardized coefficients (Beta) allow for a comparison of the relative importance of each predictor. Notably, Work Environment (WE), Reward and Recognition (RR), Relationship with Management (RM), and Career Progression (CP) all exhibit negative coefficients, indicating that improvements in these factors are associated with decreased Turnover Intention. While Work Environment, Relationship with Management, and Career Progression coefficients are not statistically significant, Reward and Recognition is statistically significant at the 0.05 significance level (p = 0.034). These results highlight the role of these predictors in influencing turnover intention and provide actionable insights for organizations to address specific areas to mitigate turnover risks.

Table 10

Variances of employees' job engagement according to demographic variables independent sample Test (According to Gender)

Variables		T	Df	Sig. (2-tailed)	Mean Difference
Work Environment	Equal variances assumed	-0.366	196	0.715	-0.034
Reward and Recognition	Equal variances assumed	0.142	196	0.888	0.01064
Relationship with Management	Equal variances assumed	2.065	196	0.04	0.16477
Career Progression	Equal variances assumed	0.45	196	0.653	0.04008

Table no. 10 sheds light on gender-based differences in employees' perceptions of job engagement factors. Notably, there is no statistically significant difference in how both male and female employees perceive the "Work Environment" and "Reward and Recognition," suggesting a similar outlook. However, a significant gender difference emerges in the "Relationship with Management," indicating distinct perceptions that warrant attention in management strategies. On the other hand, "Career Progression" shows no significant gender-based distinction. These findings underscore the importance of considering gender-specific dynamics in

promoting positive relationships with management to enhance overall employee engagement. Additionally, recognizing areas of similarity between genders can guide organizations in implementing inclusive strategies that cater to the shared needs and satisfaction levels of all employees.

Table 11

Variances of employees' job engagement according to demographic variables (Independent sample Test According to Age)

Variables		T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Work Environment	Equal variances assumed	1.854	194	0.065	0.27585	0.14882
Reward and Recognition	Equal variances assumed	1.258	194	0.21	0.15273	0.12144
Relationship with Management	Equal variances assumed	1.091	194	0.276	0.14261	0.13066
Career Progression	Equal variances assumed	1.646	194	0.101	0.23886	0.14511

Table no. 11 provides valuable insights into the impact of age on employees' perceptions of job engagement variables. Notably, a statistically significant difference is observed in the "Work Environment" among different age groups, indicating that younger employees tend to view their work environment more favorably. This suggests a need for organizations to consider adapting their work environments to accommodate varying generational preferences. While variations are noted in "Reward and Recognition" across age groups, the differences are not statistically significant. Similarly, there is no significant difference in the "Relationship with Management," although "Career Progression" reveals a significant variation, implying that younger employees have a more positive perspective on career advancement opportunities. These findings highlight the importance of acknowledging age-related distinctions in employee perceptions and tailoring organizational strategies to ensure engagement and satisfaction across diverse age groups.

Table 12

Variances of employees' job engagement according to demographic variables (Independent sample test According Martial Status)

Variables		T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Work Environment	Equal variances assumed	2.486	198	0.014	0.26792	0.10776
Reward and Recognition	Equal variances assumed	2.205	198	0.029	0.19231	0.0872
Relationship with Management	Equal variances assumed	1.509	198	0.133	0.14219	0.09424
Career Progression	Equal variances assumed	0.386	198	0.7	0.04044	0.10466

Table 12 shows the independent samples t-tests reveal insightful differences across various variables. In the realm of "Work Environment," a significant difference is noted (t-value = 2.486, p = 0.014), indicating diverse perceptions among groups. Similarly, "Reward and Recognition" exhibits significant differences (t-value = 2.205, p = 0.029), suggesting varied interpretations of recognition. Conversely, "Relationship with Management" shows no significant differences (t-value = 1.509, p = 0.133) among different groups, while "Career Progression" also lacks significant distinctions (t-value = 0.386, p = 0.7).

Dominant Factors Influencing Turnover Intention

Table 13

Variances of employees' turnover intention according to demographic variables (Independent Sample Test)

Variables		T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Turnover Intention according to Gender	Equal variances assumed	-0.464	196	0.643	-0.06569	0.14163
Turnover Intention according to Age	Equal variances assumed	-2.199	194	0.029	-0.50852	0.23130
Turnover Intention according to Martial Status	Equal variances assumed	-1.054	198	0.293	-0.17648	0.16751

Table13 shows the turnover Intention in relation to Gender, Age, and Marital Status provides crucial insights into potential influencers of employees' intentions to leave their current roles. The significance levels help discern whether observed differences hold statistical significance. These findings are pivotal for organizations seeking to optimize retention strategies and deploy interventions effectively. Understanding the relationships or lack thereof enables targeted resource allocation to areas likely to impact reducing turnover intention and enhancing overall workforce engagement. In summary, this analysis offers valuable insights, highlighting that while gender and marital status show limited impact, age emerges as a significant factor, indicating higher turnover intentions among younger employees. This underscores the need for tailored retention strategies for distinct demographic segments, promoting enhanced employee engagement and organizational stability. Armed with this knowledge, organizations can implement focused measures to address turnover concerns and foster a more committed and motivated workforce.

Major Findings

The study's major findings, derived through a comprehensive analysis of collected data, reveal valuable insights. Utilizing both descriptive and inferential methods, the study calculated frequency, percentage, mean, and standard deviation. Inferential analyses involved correlation, regression analysis, and independent sample tests. The primary conclusions encompass…

    i.   The analysis of work environment-related variables reveals a significant average mean of 3.94, accompanied by a standard deviation of 0.834. This numeric representation underscores that employees consistently view their work environment as highly motivating, supportive, and conducive to enthusiasm for their tasks, emphasizing the crucial role of a supportive work environment in fostering employee engagement and job satisfaction.

    ii.   The analysis of recognition and reward-related variables indicates an average mean of approximately 3.95, with a standard deviation of roughly 0.764. This emphasizes employees' consistent belief in receiving feedback and recognition, feeling valued, and perceiving fairness in reward processes. These findings underscore the positive impact of recognition programs on job satisfaction and overall engagement.

    iii.   The analysis shows an average mean of approximately 3.99, indicating positive perceptions of communication and management. Employees feel open communication with supervisors, support for professional

growth, and positive relationships with colleagues, contributing to a conducive work environment.

iv.   The career progression analysis indicates positive perceptions, with employees valuing their contributions and seeing clear paths for advancement. Improvements in mentorship programs can enhance engagement, motivation, and retention.

v.   The data indicates a moderate inclination towards contemplating leaving current positions, reflecting varying job dissatisfaction and perceived misalignment with long-term goals. Employees also show moderate interest in seeking opportunities outside their organization, underscoring the complexity of turnover intention perspectives.

vi.   The correlation analysis highlights consistent and significant negative correlations between employee engagement and turnover intention (TI). Work engagement (WE), reward and recognition (RR), relationship with management (RM), and career progression (CP) all show strong negative correlations with TI, indicating that as employee engagement increases, turnover intention tends to decrease. These findings emphasize the strategic importance of enhancing employee engagement to mitigate turnover intention and its potential negative impact on the organization.

vii. The multiple regression analysis indicates the model, encompassing four independent variables (career progression, work environment, rewards and recognition, and relationship with management), significantly influences employees' turnover intentions. The highly significant F-statistic (13.175, $p < 0.001$) affirms the model's effectiveness in predicting turnover intentions.

viii. The model accounts for around 21.3% of the variance in turnover intention, signifying a moderate but meaningful association between the four factors and employees' intentions to leave their current jobs.

ix.   work environment (WE), rewards and recognition (RR), and relationship with management (RM) did not show statistically significant relationships with turnover intention (TI), with unstandardized coefficients of -0.212, -0.166, and -0.257, respectively. Although their negative signs suggest a potential decrease in turnover intention with lower values of these engagement factors, none reached statistical significance at the 0.05 level. Despite this, their unstandardized coefficients indicate they might still influence turnover intention.

x.   The analysis of turnover intention across demographic variables, including Gender, Age, and Marital Status, reveals significant findings. While Gender and Marital Status show no differences, Age is notable (p = 0.029), indicating younger employees exhibit higher turnover intention. Organizations should tailor retention strategies to address age-related challenges for enhanced employee engagement and retention.

Discussion

The study underscores the pivotal role of employee engagement in influencing retention, aligning with established research on the positive impact of engaged employees on organizational stability (Shrestha &Joshi 2020). It highlights the predictive power of job satisfaction in reducing turnover intention, emphasizing a contented workforce's importance for commitment and productivity (Sinha & Sinha, 2012). A noteworthy trend revealed is the shift towards an individualistic orientation, with employees prioritizing career growth over organizational loyalty. This aligns with the theory that individuals with an external locus of control and heightened self-esteem actively seek challenging roles and better career prospects (Smith & Johnson, 2019). The study accentuates the significance of career progression opportunities, resonating with the idea that career-focused individuals actively seek growth avenues (Soni, 2013). Comparisons with Nurbaeti & R. Wahyuningtyas 2022 study reveal consistent findings regarding the importance of factors influencing turnover intentions. Both studies stress employee engagement and satisfaction, identifying predictors like career progression, work environment, rewards and recognition, and relationship with management. The commonality in findings emphasizes the need for tailored retention strategies, considering diverse employee perspectives and addressing factors contributing to engagement and satisfaction.

In line with Chen & Wang (2021) study, the current research highlights the negative impact of employee engagement on turnover intention. Consistent negative correlations between different engagement aspects and turnover intention underscore this relationship's robustness across contexts. This aligns with Albrecht et al.'s (2015) meta-analysis, emphasizing the strategic importance of Human Resource Management (HRM) practices, such as a supportive work environment, rewards and recognition programs, positive relationships with management, and clear career progression opportunities, in reducing turnover intention within the banking sector.

Building upon Sultana, Chowdhury, & Hasan (2018), our study contributes substantial insights by affirming the negative relationship between employee

engagement and turnover intention. The research delves into key engagement drivers, including a supportive work environment, recognition and reward programs, positive relationships with management, and clear career progression opportunities. These factors foster job satisfaction and organizational commitment and partially mediate the impact of engagement on turnover intention, as suggested by Sultana et al. (2018). This holistic perspective deepens the understanding of intricate dynamics between engagement and turnover intention within the banking sector.

Conclusions

The link between employee engagement and turnover intention is consistently demonstrated through extensive research. Employee engagement, representing an employee's emotional commitment to their job and organization, consistently exhibits a negative association with turnover intention, indicating a decreased likelihood of employees leaving their current positions. Engaged employees, experiencing higher job satisfaction, stronger organizational commitment, and perceiving growth opportunities and support in their work environment, are less inclined to consider alternative employment. This robust relationship underscores the vital role of cultivating employee engagement in mitigating turnover intention, contributing to enhanced employee retention and organizational stability.

The profound and multifaceted impact of the strong negative relationship between employee engagement and turnover intention is evident. Organizations prioritizing and successfully enhancing employee engagement stand to gain significantly, experiencing reduced turnover rates and improved employee retention. Engaged employees are more likely to demonstrate loyalty, invest discretionary effort, and positively contribute to organizational success. This, in turn, leads to decreased recruitment and training costs, increased productivity, and a more stable workforce. Moreover, organizations with high employee retention rates are better equipped to build a strong, experienced workforce, cultivate a positive workplace culture, and maintain consistency in service quality, ultimately gaining a competitive advantage in the market. In conclusion, this study conducted within Nepal's banking sector underscores the critical relationship between employee engagement and turnover intention. The findings highlight that factor such as a supportive work environment, rewards and recognition programs, positive relationships with management, and clear career progression opportunities drive employee engagement, playing a pivotal role in diminishing turnover intention. Engaged employees, showcasing higher job satisfaction and commitment, are less likely to entertain thoughts of leaving their current positions.

Implications

This study holds paramount significance for future research, offering a comprehensive understanding of the intricate relationship between employee engagement and turnover intention in Nepal's banking sector. The findings provide insights specific to this industry and lay the foundation for broader research in human resource management and organizational behavior.

Evaluating the effectiveness of specific strategies to improve engagement and reduce turnover intention through HRM interventions or organizational changes is essential, providing practical recommendations for organizations.

Future studies can delve deeper into the drivers of employee engagement and turnover intention in Nepal's banking sector, employing qualitative methods such as interviews for a richer understanding. Consideration of Nepal's diverse cultural landscape is crucial, with comparative studies across regions and ethnic groups revealing how cultural factors influence these variables.

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