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DETERMINANTS OF JOB SATIS- FACTION IN NEPALESE COMMER- CIAL BANKS

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ABSTRACT

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The banking industry seeks only those employees who are intact with the job satisfaction still, job satisfaction is the major factor that pulls everyone in the industry and never fails to be an issue that attracts employee motivation, performance, and retention. The main objective of this study is to identify the determinants of job satisfaction of Nepalese commercial banks.

The data were collected by means of a structured questionnaire from 105 employees currently working in all 20 Nepalese commercial banks. SPSS was used for the descriptive statistics and for the Pearson correlation analysis to analyse the relationship between HR practices and job satisfaction. The results indicated that human resource practices have a positive association with overall job satisfaction and employee retention. Fair and transparent promotion practices were found to significantly enhance job satisfaction, which in turn contributes to higher employee motivation and improved performance. Training and development, along with work-life balance, also had a notable impact on employee satisfaction, underscoring the importance of continuous skill enhancement and maintaining a healthy balance between professional and personal life. Furthermore, reward systems, including recognition and non-monetary incentives, were positively associated with overall job satisfaction. However, perceived inequities in reward distribution were found to have significant negative implications, potentially undermining employee morale and retention.

This study has broad implications for equitable design of performance appraisals, as well as targeted training programs, equitable reward systems, and even employee well-being initiatives. Such measures are a must for increasing employee engagement and curbing employee turnover. Future research can explore the context and its dynamics in making HR practices effective in the banking sector of Nepal.

Keywords job satisfaction, employees, human resource management, employee retention, work-life balance

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ABBREVIATIONS

OJSR	Employee's Overall job satisfaction and retention
PA	Performance appraisal and career growth
PCG	Promotion and career growth
RS	Reward System
TD	Training and Development
WLB	Work life balance and employee well-being

1 INTRODUCTION

This chapter studies employee satisfaction of personnel working in commercial banks in Nepal, stressing its relevance for organizational productivity and employee's welfare. It also describes the core constituents of employee satisfaction including intrinsic self-initiated work and appreciation, along with external factors such as remuneration, balance between work and personal life, and chances for advancement. Also, the research evaluates the problems of the Nepalese banking industry with special reference to high turnover and competition for new employees. This chapter further discusses the scope of HR initiatives designed to enhance employee satisfaction and poses specific research questions and objectives. In addition, this chapter elucidates the thesis organization of the study to be conducted.

1.1 Background

Job satisfaction is a phenomenon that needs to be appreciated. Its importance stems from the fact that the former has a direct bearing on customer satisfaction and organizational performance linked to sustenance of the group. The components of job satisfaction are both intrinsic and extrinsic in nature: extrinsic factors comprise money, balance between work and family, high expectations for growth, while internal motivators include sense of autonomy, appreciation, and the significance of the work performed. These factors, in a way, affect how employees perceive the job and the organization. The present study is aimed at examining these factors in Nepalese commercial banks which are being increasingly viewed as having contributed significantly to the national economy and at the same time showing very interesting changes in their organizational structure.

In Nepal, the commercial banking sector has been confronted with problems that make the measurement of job satisfaction particularly important. One of the most pressing problems is the high rate of employee

turnover since workers tend to shift to other firms with better opportunities. This phenomenon increases the costs associated with hiring and training while also reducing stability in the workplace. In addition, the work of employees such as their expectations in the work environment, compensation, and career prospects are also looking different. This is very difficult for the banks to manage in terms of changing HR policies to meet these new unfettered expectations.

Recent research development has highlighted the importance of staff training & development programs, the incentive structure in place, and opportunities for advancement within the job in increasing employee satisfaction. Employees tend to be satisfied with the skill development program if they feel they are being recognized through the incentives, and they also wish to grow professionally and personally. In the same manner, having a well-articulated career development plan provides the much-needed orientation and motivation which makes employees reluctant to leave the organization. In this respect, the need to address these issues is more over important in the banking sector, where there needs to be a sustainable commitment from the employee and performance on the job (Subedi & Bhandari, 2024).

Like many other countries, Nepal presents unique challenges when addressing the complexities of job satisfaction, especially from the socio-cultural and political lenses. Nepali people emphasize respect and good relationship with one's superiors, which as one can imagine brings additional value to the individual's self-worth. It is a common phenomenon that when an individual feels the presence of positivity, mostly, he or she tends to be satisfied with life and everything around them. Changes in politics or legal policy can directly or indirectly impact the level of workplace security, structure, or environment.

In Nepal, the commercial banking sector is viewed as a very important factor for economic development because it provides needed financial services to business and consumer markets. Success would be defined

by the satisfaction and commitment of workers. Certainly, satisfied employees would render better services and enhance customer satisfaction, which contributes toward the success of the organization. Disgruntled employees may lead to low productivity, poor customer service, and high attrition, among other negative effects. In fact, understanding and addressing the factors that contribute to employee satisfaction and dissatisfaction is very important for the working sustainability and growth of the Nepalese banks.

In addition, job satisfaction is significantly influenced by other factors, such as autonomy and recognition. An individual has a voice in processes and decisions related to his or her work. It is indeed much an empowering strategy because by recognition an organization could be indeed expecting different individuals to be responsible for its different actions. Nevertheless, recognition does permit appreciation of the employees' inputs and indicates the weightage attached to that input by the corporation. People can seamlessly immerse themselves in work and commit to it when they feel thankful and powerful.

The importance of these findings is that they will enable the human resources managers in Nepalese commercial banks to carry out their day to day activities more efficiently and effectively. For instance, it can help banks with the provision of training & development programs that can enhance the skills and career prospects of their staff. A friendly work culture which enables staff to pursue a balanced lifestyle while furthering their professional aspirations will most likely improve morale and commitment to their employers.

The commercial banking industry in Nepal is often faced with issues of employee job satisfaction as a result of high turnover rates, fierce competition, and the dynamic expectations of employees. This study hypothesizes that there are specific external and internal factors which have an impact on job satisfaction, and therefore need addressing in order to improve organizational and employee performance. This research work

will, it is hoped, augment the literature on human resource management in Nepalese banks and consequently aid the banks in ensuring growth and development.

1.2 The Scope of the Research

The purpose of this study is to distinguish between intrinsic and extrinsic motivators for working and analyse the impact, if any, on job satisfaction among employees of the Nepalese commercial banks. It includes training and development opportunities, performance assessment, reward and promotion systems, and work life balance. These factors influence employees' health and work satisfaction which may subsequently influence motivation and retention. Given the high turnover rate of employees, the increased competition, and the shifting employment conditions in Nepalese banking, this research seeks to study how intrinsic and extrinsic determinants of motivation affect employee satisfaction.

This study only focuses on the Nepalese commercial banks and aims to obtain primary information from staff members of several banks that operate throughout the country. In targeting this specific sector, the study will also be able to customize more realistic perspectives on how to improve employee satisfaction and organizational effectiveness in the Nepalese banking industry. Such information will also enable human resource practitioners, political leaders, and managers to come up with plans that increase job satisfaction and employee retention for the benefit of the organization. The results are also helpful for baseline data for similar studies in different sectors or countries.

The quantitative research method was thus established the basis to accomplish the aim of this research. In doing so, different standard questionnaires were sent to employees from different sectors of commercial banks in Nepal. With regard to the standardized questionnaire, there is standardization on the part of the data collection which is carried out in an objective manner and the various components of job satisfaction are adequately researched. All respective questionnaires had questions

about compensation and work-life balance & employee well-being together with commerce education seeking for future career opportunities and self-autonomy, recognition and others.

1.3 Research Questions

The research intends to shed light on the core elements contributing to employee satisfaction in Nepalese commercial banks while also examining its human resource development practices in relation to mitigation issues. The analysis of performance appraisal and career growth, training, rewards, recognition, promotion and career growth, and work-life balance & employee well-being contributes to the understanding of employee retention, motivation, and productivity which assist in designing policies for improving the work environment in the banks.

This study seeks to analyse the primary factors of job satisfaction for employees in Nepalese commercial banks, paying specific attention to both intrinsic and extrinsic job motivators. In particular, it tries to determine what aspects of human resource (HR) practices like training and development, performance appraisal, reward and recognition, promotion, and work-life balance most impact employees' satisfaction levels. This study hopes to shed light on factors that will aid HR practitioners and policy makers improve employees' quality of life and retention in the banking industry.

- What are the key determinants of job satisfaction among employees in Nepalese commercial banks?
- Which HR practices have the most significant influence on employee job satisfaction in Nepalese commercial banks?

1.4 Research Objectives

The objectives of the research were to discover the factors that are responsible for job satisfaction in Nepalese commercial banks and examine the HR policies that improved employee satisfaction. The study in quest

sought to foster morale and productivity in the banks by analysing Performance Appraisal and Career growth, training, rewards, recognition, promotion and career growth, and work-life balance & employee well-being policies aimed at providing insights for policy formulation.

The specific objective is to analyse the key determinants of job satisfaction among employees in Nepalese commercial banks. In addition, the study also examines the most significant influencing HR factor on employee job satisfaction in Nepalese commercial banks.

This study intends to evaluate the factors affecting job satisfaction in Nepalese commercial banks. To illustrate, a salary scheme should be reasonably competitive enough to attract and retain qualified people. In the same way, work-life balance & employee well-being enables the staff to meet professional and personal obligations to the best of their abilities, leading to overall satisfaction. The career opportunities comprising of development and training provide a goal-oriented perception, therefore motivating individuals to achieve the set goals.

1.5 Structure of the Thesis

The first chapter of the study describes the primary elements of the human resource practices most likely to impact job satisfaction of employees in Nepalese commercial banks. Aspects like performance evaluation, training & development, rewards, recognition, promotion and career growths and even achieved work-life harmony are considered. The chapter one, introduction, examines the value of employee satisfaction in terms of retention and overall organizational performance. Furthermore, it describes the purpose of the research, its delimitations, and highlights the problem in the study, which serves as the rationale for specific human resource interventions to improve job satisfaction in commercial banks of Nepal. This chapter two, literature review, analyses existing studies on 'job satisfaction', 'HR practices', and their correlation within the banking industry. The analysis concentrates on Expectancy Theory, Agency Theory, and Goal Setting Theory as they provide insight

into how human resource policies affect employee motivation and satisfaction. It examines previous quantitative research involving performance appraisal and career growth, training, rewards and their recognition, promotion and career growth, acknowledgement, and work-life balance & employee well-being and how it achieved employee satisfaction. Moreover, it notes the insufficiency in the previous study that stems from the absence of thorough examination pertaining to HR strategies and their success in Nepal. The review seeks to understand how practices applied in the human resource departments of these institutions affect the level of engagement, productivity, and retention of employees in the Nepalese banking industry.

The chapter three describes the research design and methodology including the analytical approaches used in ascertaining the various factors affecting job satisfaction. Using a quantitative option, a survey was administered to employees of commercial banks in Nepal. The chapter discusses the sampling strategy and questionnaire item formulation as well as the reliability assessments, including Cronbach's Alpha, which was used to authenticate the measures' validity. The description in the objective goes ahead to state, "Relationship between HR practices and job satisfaction were assessed through qualitative and quantitative descriptive and inferential statistical studies based on correlation." The methodology section explain the importance of having empirical evidence and credible statistical operations for the set goals of the research.

The chapter four includes a summary of statistical results such as means, standard deviations, and correlation coefficients in order to assess how different HR practices impact worker satisfaction. Descriptive analysis identifies the following important employee perceptions: training & development, performance appraisal and career growth, rewards and recognition, work-life balance & employee well-Being, and promotion and career growth. Correlation analysis suggests that the promotion and career growth of employee recognition has the greatest association

with overall job satisfaction. The next chapter further discuss policy evaluation and describes the causal relationship between HR policies and employee satisfaction.

The chapter five, discussion, compares the findings of this study with previous researcher's findings. The outcome of the study suggests that HR activities are important in increasing job satisfaction within the Nepalese commercial banks. The high correlation of promotion and career growth as well as job satisfaction confirms that employees appreciate having opportunities for advancement. Recognition and rewards tend to have favourable effects on satisfaction which means that employee's contribution and monetary rewards will increase morale. The discussion offers evidence for the more general conclusions that can be drawn by HR practitioners and policy makers regarding the need for a comprehensive performance appraisal and career growth system and adequate measures of policy on work rest for greater job satisfaction and retention of employees.

In the last chapter five, the author summarizes the key findings of the research and the influence HR strategy has on job satisfaction. The research showed that employee satisfaction is mostly tied to promotion and career growth, recognition, reward, and to a lesser degree, training and performance appraisal and career growth. This chapter puts forward the constraints as well, which include small sample size, particular characteristics of the industries, and other pertinent areas for future research. Examples of some of these include the more comprehensive longitudinal impact of HR practices on employee engagement as well as the organizational culture's effects on job satisfaction.

2 LITERATURE REVIEW

This chapter discusses the literature on issues relating to employee satisfaction with particular emphasis on the research approach taken. The literature is grouped into broad and organized as follows; conceptual review, empirical review, and research gap. This helps to elaborate how the independent variables such as performance appraisal and career growth, training & development, compensation and rewards, promotion and career growth, work-life balance & employee well-being have an impact on the dependent variable which is employee's job satisfaction in Nepalese commercial banks.

2.1 Conceptual Review

The conceptual review explains the concept and definition of variables. The variables are incorporated are the determinations or human resources factors. The HR factors potential relationship with employee's overall job satisfaction and retention is tend to examine in the study.

2.1.1 Performance Appraisal and Career growth

The evaluation of an employee's performance analysis, measuring how it correlates to the goals and targets and expectations is called performance evaluation. A performance review helps him recollect and receive constructive feedback on issues needing attention as well as align performance with the goals of the organization. As mentioned by Indrayani et al. (2024), enhancing employee satisfaction requires proper employee evaluation and career progression strategies that are built on trust in the organization. Employees feel appreciated and trust more when there is a culture of transparency and equity in the appraisal processes.

On the contrary, negative employee feelings, stress, and total lack of interest may surface due to inadequate performance in conducting such evaluations. Such performance appraisal and career growth practices

led to worse outcomes of the activity, on the other side, as researchers indicate depend on being fairly treated with equity in the performance appraisal and career growth system (Sheppard, 2016).

2.1.2 Training and Development

Staff training & development is vital in providing the personnel with the necessary skills and information in their work areas. Properly managed training programs enhance employees' competence and confidence which positively contributes to their career growth and satisfaction (Ingsih et al., 2021). Research has shown that employees tend to feel appreciated and motivated when they have opportunities for skill enhancement and career development (Khadka & Aryal, 2024). The programs that promote strategic alignment and personal objectives have been underscored to be of great significance in the formation of sense of belonging and engagement.

2.1.3 Compensation and Rewards

The structures that determine compensation and rewards are essential in appreciating employee effort and motivating them. Rewards can be career advancement opportunities or verbal praise which are intrinsic or extras such as bonuses and salary increments (Hassan et al., 2019). An effective reward system strengthens engagement and retention of employees because it encourages and rewards positive behaviours increasing the level of commitment within the organization (Sheppard, 2016). When there is perceived fairness and equity on rewards, employees remain motivated as well as satisfied with their respective jobs. Non-monetary rewards such as recognition serve to satisfy the social and professional esteem of employees. It has been known to directly influence job satisfaction and enhances employees' self-worth in the organization. Recognition that is well designed enhances interpersonal relations at work and fosters a culture where employees are appreciated for their

contributions. Therefore, firms that give equal attention on staff recognition alongside salaries and other benefits increase their chances of retaining employees and achieving higher productivity.

2.1.4 Promotion and Career growth

Promotion and career growth refers to the elevation or advancement of a person in the organizational hierarchy, which is normally accompanied by higher responsibilities, power, and pay. Promotion and career growths are tokens of job worth for employees and very positively influences their satisfaction (Ingsih et al., 2021). Justifiable and merit based procedures to promotion and career growths enhance the feelings of fairness which serve as a motivation for the employees to strive towards achievable goals in the future (Hackman & Oldham, 1976). The opposite is true with respect to lack of promotion and career growth; it results in discontent and a loss of desire to perform.

2.1.5 Work-Life Balance and Employee Well-Being

Work-life balance & employee well-being is defined as the allocation of personal and professional commitments among employees. To achieve this balance, a worker's mental and physical state is crucial as it minimizes stresses and burnout of workers (Subedi & Bhandari, 2024). This balance is definitely facilitated by supportive policies, flexible work schedules, and companies' cultures. Research shows and (Sheppard, 2016) confirms that engagement, happiness on the job, and general productivity was greater in the balance marked life employees.

2.1.6 Job Satisfaction and Retention

As claimed by researcher's retention can be increased if employees feel satisfied with their jobs since employees who are satisfied with their job are less likely to leave their organization. The use of compensation and reward systems, both internal and external, significantly increases sat-

isfaction and decreases turnover (Hassan et al., 2019). Moreover, recognition attends to employee social needs which reinforces their self-worth in the organization and further increase retention. Companies with open and equitable systems of performance linked rewards foster a positive appropriate work culture in which employees are motivated and committed to the organization increasing retention and organizational health (Sheppard, 2016).

The Figure 1 below demonstrates the conceptual framework that tend to investigate the relationship between performance appraisal & career growth, training and development, compensation & rewards, promotion & career growth, work-life balance and employee job satisfaction and employee retention. Performance appraisals and career growth opportunities can increase employees' confidence and motivation, while training and development improve their skills and job satisfaction. The good pay, rewards, and chances of promotion motivate employees to commit more of themselves to the organization. Finally, to help reduce tension and increase job satisfaction as well as productivity, human resources will consider employees that maintain a healthy work-life balance.

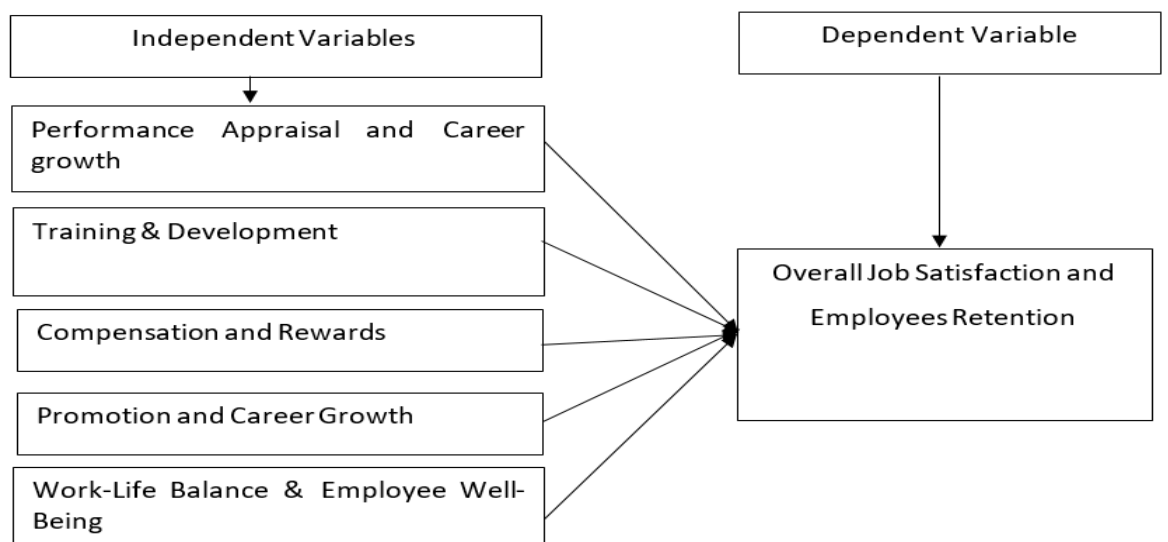


Figure 1. Conceptual Framework

2.2 Operational Definition of Variables

In the operational definition section, the determinants of employee's job satisfaction and retention have been explained. The considered

Performance Appraisal and Career Growth

Performance appraisal and career growth examine the effects of systematic assessments and equitable promotion processes on worker performance and morale. Transparent and equitable systems ensure belief in the system and alignment of individual goals with organizational objectives (Indrayani et al., 2024).

Training and Development

Structured Learning: Both training and development are aimed at enhancing the skills, competencies, and job performance of the employees. A brief but effective training contributes to higher job satisfaction and growth, mental & physical within the organization (Ingsih et al., 2021)

Compensation and Rewards

Compensation and rewards provide financial and non-financial rewards to acknowledge employee's contributions. Such a reliable system together with proper rewards encourages full attention from the employees as well and therefore improves the morale as well as retention of the employees through the automation of gratitude and motivational culture (Hassan et al., 2019).

Promotion and Career Growth

Merit based upward mobility through promotions and career progression, but with more responsibilities & pay, is administered through promotion and career growth Promotion practices based on fairness enhance both motivation and job satisfaction, along with employee commitment over the long term (Hackman & Oldham, 1976).

Work-Life Balance and Employee Well-Being

The balance between work and life and the well-being of employees give rise to balance between both personal and developer's responsibility. Guidance notes Correlates of organizational practices: Flexible scheduling and mental wellness programs can help reduce burnout and improve productivity (Subedi & Bhandari, 2024).

Job Satisfaction and Retention

On the other hand, employee loyalty is built through job satisfaction and retention as a result of pleasant work experience, proper recognition, and fair treatment in the workplace. Employees who are happy with their work are more engaged and more likely to stay with the organization (Sheppard, 2016).

The variables incorporated are in the study are shown in the Table 1.

Table 1. Operationalization of Variables

Abbreviations	Full form of Variables
PA	Performance appraisal and career growth
TD	Training and Development (TD)
RS	Reward System (RS)
RNMR	Recognition and Non-Monetary Rewards (RNMR)
PCG	Promotion and career growth (PCG)
WLB	Work life balance and employee well-being (WLB)
OJSR	Overall job satisfaction and retention (OJSR)

2.3 Empirical Review

The empirical investigation makes a connection between a work-life balance & employee well-being and a job satisfaction linked with promotion and career growths, training, and development using incentives and recognition and performance appraisal and career growth.

2.3.1 Discussion of Relatable Studies

HRM practices have been found to have significant effect on job satisfaction and performance of employees in banking sector. While pecuniary compensation (in the form of clipping a bonus or sales commission) has often been linked to satisfaction with work. Daniel (2025) reported a strong positive, relationships between compensation, job satisfaction elements; personal growth, job security and colleague support among commercial banks in Kogi State. Similarly, Luitel and Humagain (2025) proved that achievement based pay component such as salary, overtime allowance, social security, promotion has positive impact on corporative performance of bank of Nepal (Niraula et al., 2025). Moreover, pay is the most important factors for job satisfaction among employees in Nepalese banking sector; followed by training, promotion and working condition. However, Ghimire et al. (2023) and Neupane (2019) reported contrary results where, compensation had lower effect than organizational culture, training, supervisor support and working environment, indicating that besides the monetary gain, other motivators are important in determining employees' behaviour (Pathak, 2015).

Workshop, career development and POS (perceived organization support) are critical in enhancing employee engagement and retention. Niraula et al. (2025) identified that training effectiveness, managerial support and job fit are positively associated with employee engagement, and that this relationship has POS in mediation. Compensation, career advancement and teamwork was the strongest predictors of intention to stay Thapa et al. (2025) while work environment, work-life balance and leadership had weak effects. Rahman et al. (2025) confirmed that, with regard to pay, the gender-based connection between HRM and job satisfaction is valid across the board.

Type of leadership also affect job satisfaction. Lama et al. (2024), which transformational, transactional, and ethical leadership Styles and its positive effect on job satisfaction of and transactional leadership on

Nepalese banking sector Employees(Pathak, 2015) . The effect of leadership to retention is relatively small as reported in (Thapa & Shrestha, 2025), implying that (the) leadership is a sub-mediator to HR process technique and skills.

Job satisfaction is also guided by balance of work life and motivation as well. Moved to work-life balance, Subedi and Bhandari (2024) and Kandel et al. (2025) demonstrated work-life balance has positively created higher job satisfaction among the work life balance-females than among the non-work life balance-females and Poudel (2023) revealed salary, promotion, training and job security as the most influencing factors of motivation for the teaching staff. The role of the organization culture and HRD effectiveness is still outstanding as called for by Ghimire et al. (2023) with culture being identified as the main driver of performance. Hien et al. (2025) argued that digital HR also adds a value to the management efficiency, and Koirala et al. (2024) emphasized HRD, appraisal and mechanisms of fair treatment as the critical satisfier. In sum, the overall combination of financial, developmental, HRM leadership, and culture-related HRM features is essential to bank employees' satisfaction and performance (Ghimire et al., 2025).

The concept "Retention Roadmap" was developed by (Taylor et al., 2025), stated that retention is a combination of satisfaction as well as organizational commitment. These authors defend that during this period of drastic voluntary turnover, self-empowerment coupled with value congruence between employee and organization assists in reducing turnover rates. The strategy focuses on employee appreciation, organizational trust, and commitment to nurturing the employees. Such proactive businesses, for example, those that do not abandon their employees, increase their job satisfaction, which, consequently, enhances retention. In this chapter, the study claims that attending to personal value systems alongside the organizational objectives contributes to a sense of belonging which, in turn, increases both job satisfaction and retention. In other words, for organizations which seek to retain their

most valued employees, the most crucial thing they need to do is create a genuine supportive work environment that empowers employees and aligns with their aspirations and values.

Mampuru et al. (2024) examined how training and development affect job satisfaction, loyalty, and retention of academic staff within a university of technology. From their quantitative analysis, they found a strong positive correlation between funding training programs and greater employee commitment. The study focused on solving the low retention rates and poor institutional reputation concerns by meeting the needs and expectations of academic staff. The findings suggest that universities ought to focus on formulating training intervention programs that enhance the work climate and employee's engagement at work for the long term. By enhancing satisfaction and loyalty, institutions will reduce the experienced staff turnover, and therefore, increase productivity. This study contributes to the existing literature inflowing the gap on the integration of higher education management and training development by furnishing actionable evidence to inform the design and implement training and development programs for academic staff.

Simultaneously, Abu Orabi et al. (2024) undertook a bibliometric review of the literature on job satisfaction and organizational commitment within their areas and found transformational leadership, organizational justice, psychological empowerment, and citizenship behaviour. The review pointed out that minimization of turnover and maximization of performance is highly dependent on organizational commitment alongside job satisfaction. Therefore, businesses ought to be more concerned with these factors that affect retention, as they significantly influence employees' decisions to stay in organizations. The review also noted that there are several countries, such as the United States, China, Turkey, South Korea, etc. that form an interest focus regarding the researched areas of job satisfaction and organizational commitment which represent the majority of their studies. The results suggest that organizations that intend to improve the retention of skilled workers while also decreasing

the turnover rate need to develop a favourable organizational culture integrated with strong leadership, empowerment, and achievement of organizational goals along with employee satisfaction.

Indrayani et al. (2024) analysed the possibility of a performance evaluation system enhancing performance while improving the wellbeing of the workers within the organization. It was noted that constructive feedback on a consistent basis would improve the performance and heightening of all human resources that an organization enjoys. (Ingsih et al., 2021) showed evidence that training & development programs are useful in enhancing a worker's problem-solving abilities in new areas of work which raises the job satisfaction levels. It was also found out in this study that there is a need for training & development and individual employee career aspirations as well as the organizational aspirations.

This study sought to examine the role of recognition of employees on employees' job satisfaction at Nepalese commercial banks through a descriptive quantitative research approach. The sample was 300 respondents employed in ten selected banks. The finding of the study was that acknowledgment and appreciation were also key in employee satisfaction and motivation. Employees reported that their work performance was appreciated by their superiors which enhanced their job satisfaction and commitment to the organization. The study also established that a considerable proportion of employees in private banks were under recognized and neglected and therefore did not have formal recognition schemes. Many such employees who did not receive such recognition expressed great dissatisfaction which lowered their morale and productivity. From this research, it can be concluded that there is indeed a need to develop detailed recognition programs that honour and appreciate employees in all forms. Recognition motivated employees to be more productive which resulted in reduced turnover rates and a more productive workforce (Dhungana & Dawadi, 2024).

The Performance appraisal and career growth (PA) system and its impact upon job satisfaction (JS) of employees working in commercial banks in Nepal. A quantitative survey was administered to two hundred employees from five banks. It was found that an appraisal system that is both fair and transparent greatly improves employee satisfaction. Employees perceiving the PA process as unbiased, constructive, and feedback-based demonstrated greater levels of motivation and engagement in their work. Some critical issues were also observed such as biased evaluations and lack of feedback which were mostly observed in the private banks. Employees believing that they did not receive constructive feedback pertaining to their performance expressed job dissatisfaction. That suggests clear and equitable PA systems promotes a motivated and engaged workforce. The study findings highlight the centrality of PA systems and processes of an organization that is multi-dimensional in nature and offers structure in the way performance measurements are sought. Such measures if used appropriately ensure that employees are motivated capitalizing on their productivity and job satisfaction (B. Ghimire et al., 2021).

A range of empirical studies have been carried out to analyse issues surrounding employee turnover and retention, illustrating the multifaceted nature of the topic across various case studies. Hassan et al. (2019) analysed the high turnover rates of employees from Generation Y and pointed out that traditional retention practices do not work, suggesting holistic approaches that incorporate servant leadership, management initiative, work-life balance, and ethical climate. The research pointed out that attrition is more severe in the private industry and provided an explanation that the competition in the market coupled with low job satisfaction available for the younger employees is the reason. Employees belonging to Generation Y tend to leave their jobs voluntarily to explore other options or to become self-employed. The authors contended that organizations need to revise their retention strategies in light of the changing attitudes of the younger workforce. To manage attrition among

Generation Y, businesses should understand their motivational and career development expectations, achieve an appropriate balance in the work environment, and create retention policies that actively engage and motivate the workforce.

Gyawali (2017) undertook a study on job satisfaction from the perspective of Nepalese banking employees and utilized both interview and survey techniques. The study analyses work-life balance & employee well-being (WLB) along with job satisfaction within the scope of banking in Nepal by means of survey and interview data collected from 150 workers. The results reveal that WLB is perhaps the most significant WLB determinants of job satisfaction because employees enjoyed greater satisfaction whose have more flexible work environment. Those employees also reported lower stress levels. Employees who were provided with the means to balance professional and personal responsibilities expressed higher levels of engagement and productivity. There were, however, large gaps in extremely long working hours, huge amounts of work, and unreasonable integration of work and personal life in private banks where employees largely suffered from work burnout. Employees encountering it challenging to achieve a reasonable Work-Life Balance & Employee Well-Being stated dissatisfaction, higher stress and greater intention to quit. The results point to the fact that remote work, paid leave, flexible work schedules are more supportive measures that are needed. Organizations focusing on such policies have reported lower employee turnover, increase in productivity, and improved employee morale.

Hassan et al. (2019), as far as the study on the relationship between incentives and recognition with work happiness is concerned, found out that there are both positive and negative effects of intrinsic and extrinsic rewards on general job satisfaction. Intrinsic rewards were more long-lasting. This is because effective incentive programs bring out the ability to improve the involvement of employees and retention too. Nonmone-

tary rewards and recognition, As pointed out by (Sheppard, 2016) research study, are also seen to be very powerful in motivating and boosting the morale of the employees.

A study done by (Subedi & Bhandari, 2024) on work-life balance & employee well-being in relation to job satisfaction reveals that a well maintained work-life balance & employee Well-Being increases employee retention. Additionally, (Ghimire et al., 2021) argue that implementing open promotion and career growth practices and competency-based promotion and career growth policies directly correlates to positive employee performance and overall satisfaction. Because promotion and career growths are fair, there is a sense of justice among employees which enhances engagement.

2.3.2 International Perspectives on Job Satisfaction

Satisfaction in the workplace is a complex issue in any organization and thus requires multifactorial analysis because it affects greatly the performance of the organization, the motivation of workers, and even their retention. Several studies have focused on identifying the causes of job satisfaction particularly in the areas of HR policies, payment systems, promotion policies, and the culture of the organization. While there are some cultural differences across countries, it is generally accepted that having satisfied employee's boosts productivity, increases engagement, fosters commitment to the organization, and, as a result, leads to greater organizational performance.

In the Western region of the world, employees' satisfaction is shown to positively correlate of work-life balance related to their overall wellbeing, and the discussion is focused on having flexible working terms, such as working from home, and granting more autonomy to employees. For instance, "Macabre" and Isabirye self-empowerment and value consensus with organizational objectives are for them critical aspects for job satisfaction and retention. Retention Roadmap "concept" developed by (Taylor et al., 2025), argues that employees who are appreciated, and

employers who wish to build relationships based on trust, contribute remarkably to increasing satisfaction and retention. This is very much the case with the United States, Canada, and the UK in which employee's engagement and satisfaction has become one of the areas of strategic emphasis for many firms trying to reduce turnover and sustain skilled workforce efficacy.

Conversely, research done in Asia, especially within India, China, and South Korea, underscore the effect of organizational justice and different styles of leadership on employee satisfaction. As stated by (Abu Orabi et al., 2024), transformational leadership, psychological empowerment, and organizational justice is of extreme importance to job satisfaction and, therefore, employee retention. In this case, employee satisfaction is often associated with the transparency of organizational objectives, the fairness of provided organizational processes, and the degree of managerial assistance.

Moreover, the effect of training and development in relation to job satisfaction has been reported in a number of international studies. For instance, (Ingsih et al., 2021) argue that comprehensive training programs builds not only the skills of employees but also their self-confidence and problem-solving abilities, both greatly associated with job satisfaction. Companies consider training to be a form of an investment towards the program for employee's future. Such companies tend to have a greater degree of job satisfaction and lower turnover rates. This resonates with the results of Ghimire (2021) that identified the positive impacts of training on job satisfaction in the commercial banks of Nepal which also the case in many other countries.

Cultural aspects can also influence fulfilment of one's job. In Western countries, individualistic cultures tend to dictate the American employees' drive for autonomy, personal achievement, and recognition. On the other hand, in Asia, collectivist cultures tie satisfaction to team perfor-

mance, organizational harmony, and respect for hierarchy. Such differences in culture require customized approaches to human resource management to address the anticipated norms and values in each situation.

The significance of both recognition and reward systems as primary motivators of job satisfaction is well accepted. Recognition in monetary and non-monetary terms has for long been associated with better job satisfaction and improved employee performance. Interestingly, employees performed better when incentives were offered. (Ghimire et al., 2021) and (Taylor et al., 2025) have pointed out that a well-defined reward system can motivate some employees as well as improve their satisfaction level. Employees who are provided any recognition for their efforts tend to remain loyal to the organization, in turn improving retention rates. Such observations are similar to those conducted in other countries including European nations where organizations draw clear and inclusive reward policies to boost employee satisfaction, workforce productivity, general morale and retention.

To sum up, the international views of employee satisfaction indicate that there are intertwining relations between HR techniques, leadership, culture, and policies. There are also certain regions where the practices of HR like training and development, work-life balance, recognition, and career advancement are considered important factors of employee satisfaction. Businesses all over the globe are trying to improve employee retention and performance which makes the strategic emphasis on improving satisfaction with work through appropriate HR methods more relevant than ever.

2.3.3 Impact of HR Practices on Job Satisfaction & Retention

Organizational Human Resource (HR) policies and procedures greatly influence employee satisfaction and retention. When organizational objectives are integrated with employee's expectations and appropriate HR policies are formulated, it affects employee satisfaction and talent retention positively. Apart from work-life balance, performance appraisal,

training and development, rewards and compensation, and promotions, help in creating conditions for high job satisfaction and low turnover.

For many years now, performance appraisal systems have stood out as a critical factor in determining job satisfaction. (Ghimire et al., 2021) study on employees of commercial banks in Nepal showed that employees who perceived the performance appraisal (PA) system to be fair and transparent tended to report higher satisfaction and motivation levels. Fair and constructive performance appraisal leads to increased job satisfaction, which motivates employees to perform better. On the contrary, employees who perceive the PA system as unfair, biased, or lacking meaningful feedback tend to portray lower levels of job satisfaction which alternatively leads to disengagement from the organization. Subsequently, to minimize turnover intentions, organizations need to ensure their PA systems are fair, transparent, and positively geared towards the employees' career growth objectives.

Incorporating new skills or developing existing skills also contributes towards enhancing employee satisfaction. As indicated by (Ingsih et al., 2021), training programs are significant for improving employees' problem-solving skills and fostering their self-esteem and career opportunities. Employers who support their employees' personal and professional development earn the trust of employees and leads to more job satisfaction and retention. Ghimire et al. (2021) mention commercially important banks in Nepal where employees who undertook structured training programs reported greater satisfaction and more favourable career advancement. This is in line with the evidence worldwide that organizations which invest resources for training and development purposes have lower staff turnover and higher employee productivity.

Compensation forms the basis of another crucial HRM function affecting both satisfaction and retention. A reward system becomes useful only if there is motivation among employees and there is commitment to the organization. Ghimire et al. (2021) pointed out that both financial and

non-financial incentives positively affect employee satisfaction in Nepalese commercial banks. Recognition, promotions and various other rewards. Attention should also be paid to employees' motivations and their loyalty to the organization. To make their contributions, employees' work and efforts have to be properly acknowledged in the design of the reward system in order to retain talent in the organization. Disappointment and turnover will occur among employees who consider the compensation system unfair and feel they are not getting what they deserve. Hence, reward systems need to be well designed so that there are no barriers to motivation and expectations.

Progression and promotion opportunities are crucial in bolstering job satisfaction and employee retention. The study by (Upadhyaya et al., 2024) noted that as these banks implemented open and promotion policies based on performance, employee satisfaction grew immensely. Employees with identified career development opportunities, are more likely to remain within the company and vice versa. In this context, strong HR practices should possess well defined guidelines for promotions so that workers know what is required of them to move up in the hierarchy.

Throughout the years' work balance (WLB) has become an integral part of modern workplace practices. The significance of WLB as a driver of employee satisfaction and retention has received attention from all parts of the world. Gyawali (2017) conducted a study and learned that employees working in Nepalese banks re-ported better job satisfaction and lower stress levels when they had a proper work-life balance. The support provided by the employers towards these work-life balance requirements was found to be beneficial to the employee's wellbeing in other international studies too. Employees who are able to balance their work commitments and personal life tend to become more engaged, and less stressed and satisfied which increases productivity and reduces turnover rates.

The effects of human resources practices on satisfaction and organizational retention are apparent. Employees' satisfaction is more likely to be achieved and retained by organizations that have equitable and clear performance evaluation systems, provide comprehensive training and development opportunities, competitive compensational and reward structures, well-defined career progression pathways, and supportive work-life balance policies. In addition to increasing organizational productivity and success, these practices augment job satisfaction within the organization.

2.3.4 Case Studies on Employee Satisfaction in the Banking Sector

The banking industry, like any other form of business, is highly sensitive to employee satisfaction because it determines overall performance and service delivery. Unlike other sectors, banking has attracted the undertakings of many researchers in the world with regard to factors that affect employee satisfaction vis-a-vis the different human resource practices such as evaluation, training and development, payment and benefits, and attending to employee needs.

In the research Ghimire et al. (2021) did on employees in Nepalese commercial banks, they discovered that employee satisfaction and engagement was directly dependent on the existence of a merit based, well-structured performance appraisal process. Employees with a favourable opinion on the appraisal process and feedback provided were willing to contribute their best and become more engaged to the predetermined objectives of the organization. On the other hand, employees who had an unfavourable evaluation on the performance appraisal system reported low job satisfaction and high intention to resign. The study emphasized the need to incorporate well defined and free from bias performance appraisal systems to enhance satisfaction and retention of employees in the banking industry.

Learning and development are deemed as among the foremost factors which impact the level of employee satisfaction within the banking industry. Ghimire et al. (2021) performed a research study in the Nepalese commercial banks and it was revealed that employees who participated in training sessions were more satisfied with their jobs. Their increased satisfaction stemmed from the boosted skills and confidence provided by the training, which made them more employable down the road. The study underlined the importance for banks to invest in ongoing training and development of the staff if they aimed at attaining lasting employee satisfaction and retention.

Concerning compensation and remuneration, Ghimire et al. (2021) established that both financial and non-financial rewards are essential in improving job satisfaction among employees in Nepalese commercial banks. Employees who received due recognition for their contributions reported a higher level of job satisfaction and greater commitment to the organization. The research also addressed the concern of disparities in reward allocations as a demotivating factor, which reduced overall employee satisfaction. Therefore, banks need to develop reward systems that are equitable, unambiguous, and performance based.

Gyawali (2017) studied the stress levels experienced by employees of Nepalese banks and found that those who were highly satisfied with their jobs experienced lower stress levels when their personal and professional commitments were balanced. In the modern world, work-life balance (WLB) is an increasingly important issue, especially among employees of the banking sector. These employees freely expressed their opinions to gurus regarding the additional requirement for human resource (HR) management activities and steps toward flexible work arrangements aimed at minimizing employee burnout and improving well-being. It is well known that the banking sector is one of the most stressful working environments which require an ideal work-life balance that satisfies and retains the employees.

Additionally, this supports the remaining case studies in the banking sector which refer to the need of establishing effective human resource relations that can account for the hypothesized satisfaction and turnover of the employees. With the considerable human resource relations satisfaction, productive performance appraisal practices should be integrated together with well-organized training and development, good payment, bonuses, and WLB. Such changes will enable employees to enjoy a high degree of job satisfaction, participation, loyalty and efficiency in the organization.

2.4 Research Gap

Even with numerous research done in identifying factors affecting job satisfaction, there are still notable gaps in understanding the HR practices and how they, as a whole, impact employee satisfaction. Several scholars (Dhungana & Dawadi, 2024) have studied individual determinants such as performance evaluation, promotion, and employee's balance between work and personal life. However, not much has been undertaken in regard to understanding the integrative effects of these determinants in Nepalese commercial banks. Furthermore, the literature is also silent on in-depth analysis that considers the socio-economic and cultural context of the Nepalese banking industry, which has been changing rapidly in the adoption of technology and re-structuring (Ghimire, 2021).

Moreover, a number of studies tend to focus one type of institution either public or private ignoring the rest that may give comparison so as to understand the differences in the HR practices and the job satisfaction that exists in different categories of banks (Ghimire, 2021). This much needed integrated research does not exist and thus it is not possible to address all aspects of employee satisfaction especially when formulating effective HR policies. Consequently, this study intends to fill a gap by examining the collective effects of performance evaluation, training and

development, compensation and rewards, promotion and career development opportunities, and employee's work-life balance on job satisfaction in the context of commercial banks in Nepal. This strategy seeks to develop an integrated understanding and assist in the formulation of HR strategies aimed at improving employee welfare and organizational productivity.

3 RESEARCH METHODOLOGY

The approach taken in this study is descriptive quantitative research, effective in analysing the factors influencing job satisfaction of employees working in Nepalese commercial banks. The use of descriptive design is appropriate in this case as it captures the attitude of the employees without altering any of the variables. The research aims to find patterns and correlations of performance appraisal (PA), training and development (TD), promotion and career growth (PCG), reward system (RS), recognition and nonmonetary rewards (RNMR), and work-life balance (WLB) with overall job satisfaction and retention in the workplace (OJSR). The specific objective of the research is to examine the influence of independent variables on the dependent variable job satisfaction (JS) in a more organized way.

3.1 Research Design

This study is based on a descriptive research design, which seeks to focus on the satisfaction level and the different aspects which contribute towards it. This design helps to define employee perception and organizational behaviour without interfering or experimenting with the environment. The objective is to collect objective, valid and in a logical systematic manner information regarding the factors, which contribute towards job satisfaction in Nepalese commercial banks.

3.2 Population and Sample

The focus of this research is on employees in Nepalese commercial banks like frontline employees, mid-level managers, and senior executives. Employing a non-probability convenience sampling method, respondents were selected based on their availability and willingness to participate in the study. This was chosen as it is less cumbersome to implement when time and resources are restricted. The drawback to this method is that it limits the scope of the study's results. In terms of

survey participation, 145 questionnaires were distributed via social media platforms like Gmail, WhatsApp, Viber etc, out of them one hundred and five employees were responded. So using this sample, the perception of the job satisfaction determinants can be generalized for Nepalese commercial banks.

3.3 Nature and Source of Data

The study is based on primary data. The self-administrative questionnaire is developed in 5-point Likert scale regarding the variables. For data collection Google Forms was utilized. The respondents were employees of the organization which makes it possible to capture their views concerning job satisfaction and its determinants. Furthermore, this study is also assisted with secondary data obtained from research documents, banking and human resource policy documents and other relevant materials pertaining to job satisfaction in banking industry. This helps to situate the findings and gives more weight to the analysis conducted.

3.4 Instruments of Data Collection

Primary data was used for this research; the collection of primary data was carried out using a self-structured questionnaire focusing on capturing employee perspectives on job satisfaction and determination of job satisfaction. Using 5-point Likert scale, the questionnaire was created and conducted using Google Forms. It was supplemented with secondary data from research documents, banking, and HR policy materials. The data analysis was performed through SPSS software to provide precise and complete information. This supports the validation of the study, as the structured questionnaire and secondary data sources complement each other. This combination strengthens the analysis of job satisfaction among employees, particularly when using correlation techniques to examine satisfaction factors within the banking sector.

3.5 Method of Analysis

The results were analysed using descriptive statistical techniques with focus on mean and standard deviation to summarize variation in responses with regards to the overall patterns in job satisfaction. The responses were further divided using frequency distribution to get an insight into the demographic and job-related segments of the sample. With the use of correlation analysis, the strength and direction of the relationship between the independent and dependent variable (PA, TD, PCG, RS, RNMR, WLB and JS) was determined. A reliability test employing Cronbach's Alpha estimations was also conducted so as to test internal consistency for the collected questionnaire data.

In employing semi-structured descriptive research design, standardized data collection and analysis with SPSS, this particular study ensured accuracy, validity and reliability of the findings. Also, the results help in serving as useful benchmarks for Nepalese commercial banks in terms of comprehending employee job satisfaction and adopting better HR policies and strategies.

4 DATA ANALYSIS

The purpose of the data analysis section is to explore the possible relationships between different organizational elements and employee satisfaction in their respective jobs.

In this case study, the major independent variables are performance appraisal and career growth, training and development, compensation and rewards representation reward system along with recognition, promotion and career growth, and work-life balance and employee well-being, while the dependent variable is employee overall job satisfaction and retention.

This analysis starts with checking the scales used and their reliability which is calculated using Cronbach's Alpha. Next, the strength and direction of the relationships between the variables is measured using Pearson's correlation analysis. This head-and-shoulder approach goes one step further and considers the demographic profile of the respondents, allowing a more comprehensive assessment of the research results. In the next chapters, the study presents the results of the reliability analysis, descriptive analysis, as well as the results of the correlation analysis and their implications.

4.1 Reliability Test

For the reliability test in the study, Cronbach's Alpha coefficient was used to evaluate the internal consistency reliability of the measurement instrument. In Table 2, the overall Cronbach's Alpha for the 38 items in question from this study was found to be 0.925, which indicates excellent internal reliability of the study questionnaire items. As mentioned by (Tavakol & Medical, 2025), Cronbach's Alpha of greater than 0.9 is regarded as excellent, which represents very high internal consistency of the items.

Table 2. Reliability Analysis

Variables	Overall Cronbach's Alpha	N of Items	
	.925	38	
	Cronbach's Alpha	No. of items	
Performance appraisal and career growth (PA)	.667	5	
Training and development (TD)	.678	5	
Reward system (RS)	.744	5	
Recognition and non-monetary rewards (RNMR)	.696	6	
Promotion and career growth (PCG)	.652	5	
Work life balance and employee well-being (WLB)	.735	6	
Employee's overall job satisfaction and retention (OJSR)	.751	6	

Alpha values differ on construct level. The values were 0.667 (PA), 0.678 (TD), 0.744 (RS), 0.696 (RNMR), 0.652 (PCG), 0.735 (WLB), and 0.751 (OJSR). These results indicate that all constructs have a minimum acceptable level of reliability in exploratory or social science studies. According to (DeVellis & Thorpe, 2021) Values for Cronbach's Alpha of between 0.65 and 0.70 are minimally acceptable, while 0.70 to 0.80 are acceptable in the initial stages of scale construction and application in studies of behavioural properties.

As social science data tends to be broad, subjective, and variable, these are perfectly acceptable. Alternatively, lower Alpha coefficients in these constructs may also result from different opinions regarding performance practices or the clarity of measurement items. On the other hand, the constructs RS, RNMR, WLB, and OJSR had Alpha values between 0.696 and 0.751, revealing stronger internal consistency for the scales used to measure these concepts.

Although some of the constructs, such as PA and PCG would certainly benefit from a refinement of items, this initial scale already shows strong psychometric properties, indicating its applicability for research within both an academic and organizational context.

4.2 Respondent's Profile

Table 3 shows demographic characteristics of the respondents (N = 105) including gender, marital status, age group, education level, job position, and work experience. Discover the statistical breakdown of these groups, and what it could mean for employees.

Table 3. Respondent's Profile Analysis

Category	Sub-category	Frequency	Percentage (%)
Gender	Male	53	50.5
	Female	52	49.5
Marital Status	Married	59	56.2
	Unmarried	46	43.8
Age Group	Below 20 years	5	4.8
	21-30 years	39	37.1
	31-40 years	51	48.6
	Above 40 years	10	9.5
Education Level	School Level	2	1.9
	Bachelors Level	40	38.1
	Masters and Above	63	60.0
Job Position	Assistant	37	35.2
	Officer	50	47.6
	Manager and above	18	17.1
Work Experience	0-4 years	31	29.5
	5-8 years	42	40.0
	Above 8 years	32	30.5
Total		105	100.0

Usage of the gender category among respondents is almost evenly split at 50.5% male and 49.5% female. The close numbers reflect a gender-balanced workforce, which is a positive as it helps to diversify perspectives and provides more equitable representation in decision-making, organizational outcomes, etc.

In terms of marital status, 56.2% and 43.8% of the respondents are married and unmarried, respectively. The marriage ratio (most were

married) could indicate that the employees were stable, responsible, stable, satisfied with the job, committed, etc., and if married, would be unhappy r having had a child as subsequently termed by one or two employees, as the job per se is comparatively better than getting married.

By age group, most of the respondents (48.6%) ranged from 31-40 years, followed by 37.1% in 21-30 years. It shows that the majority of the employees are in their working age that could yield a lot of potential energy combined with professionalism as they have the same maturity. On the higher end, only 9.5% are above 40 years, while 4.8% are below 20 years old; thus, very few older employees and entry-level workforce segments.

In terms of educational qualifications, 60.0% of respondents hold a master's degree or higher, 38.1% have a bachelor's degree, and only 1.9% have completed education at the school level. Such a well-educated workforce is a sign of great intellectual wealth of the organization and therefore, the insights garnered within the scope of this study would signify the opinions of a literate populace that are well adept at analytical thinking and can make informed decisions.

In terms of the distribution of the job position of the respondents, 47.6% of the respondents work at the officer level, 35.2% work at the assistant level and 17.1% at managerial or higher levels. This indicates that most of the employees are in middle-level roles, which is key for putting policies in place and sustaining performance. The inclusion of managerial respondents also allows the study to obtain perspectives from the level of decision-making.

The work experience distribution shows that 40.0% of the respondents are with 58 years of experience, 30.5% with more than 8 years and 29.5% with 4 years of experience. This shows that the sample represents a population of people who are significantly experienced. Responses obtained from this sample can be highly credible and reflect

the working world as they are based on experience in context which can greatly affect the employee's perception towards HR practices and job satisfaction.

In summary, the variations in demographic attributes indicate a diverse range of participant depiction, allowing for greater generalizability and external validity in the research outcomes in comparable organizational and industrial settings. These variations in employees' education, experience and position set a strong basis for further evaluation of their behaviour, performance appraisal, motivation, and satisfaction.

4.3 Descriptive Analysis

Table 4 presents the descriptive statistics of the variables based on 105 observations, including the mean and standard deviation to analyze bank employees' perceptions. The perception of employees towards HR practices factors are demonstrated in the table with the help of descriptive statistical tools.

Table 4. Descriptive Statistics

Variables	N	Mean	Std. Deviation
PA	105	3.81	0.67
TD	105	3.70	0.72
PCG	105	3.67	0.72
RS	105	3.65	0.78
RNMR	105	3.52	0.67
WLB	105	3.55	0.72
OJSR	105	3.58	0.72

Among the independent variables, the one that received the highest mean value was Performance Appraisal (PA) ($M = 3.81$, $SD = 0.67$) and, therefore, employees report having a good perception of the appraisal process (fair, transparent, and useful). Low standard deviation shows the fairly high agreement on PA effectiveness, and agreement among the respondents about PA effectiveness in the company.

TD has $M = 3.70$ and $SD = 0.72$, highlighting the moderate support of respondents on the existence and suitability of training to the organizational and personal needs. This small variation means training is recognized, but may not necessarily lead to uniform access or impact across departments or jobs. It's none other than promotion and career growth (PCG), which has a mean of 3.67 and SD of 0.72, indicating willingness towards merit-based promotion and career growth. It means that the growth opportunities exist but the equality or consistency in how everyone is treated or recognized might differ.

Reward system (RS) has a mean of 3.65 ($SD = 0.78$), indicating that employees were moderately positive about the fairness and motivational value of their rewards. The relatively high SD means that experience may vary — even within departments or groups — which may suggest differences in reward sharing, recognition or acknowledgement within the department as a whole.

Where for RNMR, 3.52 is the mean value with the low SD of 0.67. This measure yields a lower perception than the other variables, suggesting a failure to notice employee contributions or prioritization of cash over non-material symbols of recognition. Work-Well-being & Life Balance (WLB), Mean = 3.55, $SD = 0.72$. This implies that the organization's support around employee well-being and work life balance is at a neutral to slightly positive net impact level. This difference might be attributed to different job demands, or workloads in different departments.

Finally, OJSR has a mean of 3.58 SD of 0.72 which indicates that employees are moderately satisfied with their jobs, but also indicates that they are more likely to stay in their current jobs. While this result may be moderate, it is very important in that it eventually relates cordially to organizational function, as well as employee retention. At a general level, employees tend to approve practices of HR considering mean score on all variables and most of the found relations are significantly associated especially PA and TD. The study note moderate variability

across variables such as RS and WLB, underscoring the need for consistent implementation and potentially tailored interventions. Finally, improvements in equality, acknowledgment and well-being policies can enhance job satisfaction and organizational commitment even more.

4.4 Correlation Analysis

Table 5 represents the relationship between overall job satisfaction and retention in the workplace (OJSR) and each of the independent variables (performance appraisal [PA], training and development [TD], promotion and career growth [PCG], reward system [RS], recognition and nonmonetary rewards [RNMR], and work-life balance [WLB]). The magnitude and direction of linear associations are detailed in Table 2, all correlation coefficients are statistically significant at the 0.01 level (2-tailed), providing strong evidence that an association exists.

Table 5. Descriptive Statistics

	PA	TD	PCG	RS	RNMR	WLB	OJSR
PA	1						
TD	.522** 0.000	1					
PCG	.434** 0.000	.638** 0.000	1				
RS	.399** 0.000	.624** 0.000	.549** 0.000	1			
RNMR	.358** 0.000	.528** 0.000	.534** 0.000	.655** 0.000	1		
WLB	.416** 0.000	.507** 0.000	.520** 0.000	.480** 0.000	.617** 0.000	1	
OJSR	.389** 0.000	.606** 0.000	.581** 0.000	.698** 0.000	.684** 0.000	.624** 0.000	1

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

RS and OJSR were strongly positively correlated ($r = 0.698$, $p < 0.01$). This finding means that employee satisfaction and intention to stay in

the organization increases, when fairness, adequacy and motivational features of the reward system improve. The relevance of this relation could lead RS to be an important predictor of OJSR. If they want to promote retention and job satisfaction, "the transparency and perceived fairness of reward mechanisms are thus dividends organizations must pay."

RNMR is the other variable that is highly correlated with OJSR ($r = 0.684$, $p < 0.01$). Like appreciation, word of mouth, and public recognition, which may stimulate in an employee the morale and devotion in the organization. That even in the absence of monetary rewards, fair recognition mechanisms can be positively associated with satisfaction and retention outcomes.

Also, our analyses revealed very a strong positive link between WLB, and OJSR ($r = 0.624$, $p < 0.01$), which suggests that those employees who managed their work vs. family responsibilities well are more satisfied with their job and more likely to stay in their organization. Results suggest that flexible working hours, reasonable workloads, and employee well-being programs are more likely to result in desirable job outcomes.

There is a strong positive correlation between OJSR and TD ($r=0.606$; $p<0.01$) and OJSR and PCG ($r=0.581$; $p<0.01$). The data does show that when organizations actually do work toward providing clear opportunities for progression for employees and investing in their learning that employees return that in the form of loyalty and job satisfaction. This highlights the dual-function of learning opportunities and promotional systems in either optimal performance or talent retention.

The weakest but still significant correlation is observed between PA and OJSR ($r = 0.389$, $p < 0.01$). However, there is a small indication to suggest that ethical, fair, and transparent appraisal process act positively on retaining and satisfying employees. It suggests that, though

PA does contribute, its role may not be as direct as that of RS and RNMR.

At last, all the indecent variables have a direct and positive relationship with JS thereby affirming the association between quality of human resource practices and variables of job satisfaction. Essentially, concrete and non-concrete complements focusing on a well-equipped work atmosphere are important to create a satisfied and committed workforce, as RS, RNMR and WLB become the strongest agents. And, importantly, the presence of statistically significant relationships reinforces the strength of the findings, and their relevance to HR practice and management in order to minimize turnover and enhance organizational performance.

5 DISCUSSION

The present study analyses the determinants of overall Job Satisfaction and employees' Retention based on five HR practices like performance Appraisal/career growth (PA), training & development (TD), reward systems (RS), recognition and non-monetary rewards (RNMR), promotion and career growth (PCG) & work-life balance and employee well-being (WLB) in Nepalese commercial banks. The relationship between these HR indicators and employee turnover intention and engagement (or outcome) was proven by correlation analysis, so, the relationships among turnover-satisfaction and engagement were positively correlated, which, in turn, helps to explain employees' job satisfaction and retention and engagement toward the organization.

With regards to self-perceived unbiased appraisal system which showed employees' level satisfaction, a moderate correlation ($r = 0.389$, $p < 0.01$) between PA and OJSR is recorded. The mean and standard deviation for descriptive analysis were 3.81 and 0.67 respectively, meaning that on average, employees do recognize the benefits associated with PA practices, although there are a few exceptions to this average. Similarly, Ghimire (2021), highlighted that employees feel more motivated and engage towards the job in the banks with transparent and neutral appraisal systems. In this study they also discovered that employees who believe they receive supportive appraisals demonstrate higher and organization commitment and loyalty. The findings of this study also indicate that some of the bank employees are gradually losing their confidence in the evaluative systems because of non-constructive appraisals and negative feedback which leads the employees towards frustrating because of lack of clarity provided to the employees in the forms of vague qualifiers instead of the justification of what kind of performance is satisfactory and what is the low grade performance. These data emphasise the importance of change of subjectivity based, productivity and performance measuring system for high PA satisfaction.

Those satisfied would also tend to offer service that enhance their skills (OJSR), as shown by a positive correlation ($r = 0.606$, $p < 0.01$) suggesting a strong relationship between OJSR and TD. An average response of 3.70, a standard deviation of 0.72 indicates a positive perception of TD programs, albeit with challenges to the access levels and effectiveness resulting from it. When learners of all levels are included, the OJSR, as well as career development opportunities, is bound to thrive (Ghimire et al., 2021). They also noted that without systems to help train professionals in the lower tiers to work more efficiently, satisfaction rates and overall productivity tend to decrease. The aforementioned findings and reasons suggest that the Banks of Nepal should work on formulating structured training development programs which address the needs of the employees and align with the organizational goals in order to implement employee satisfaction of employees working in banks of Nepal.

This suggested that overall RS positively correlated with OJSR ($r = 0.698$, $p < 0.01$), meaning that RS could be in particularly high quality in terms of work done, both for value and productivity. The mean score of 3.65 with standard deviation of 0.78 further shows that employees perceived RS as satisfactory. However, this does not exclude recognition of RS being created through inequitable distribution. Ghimire et al. (2021) identified that the RS packages provided by employers should be responsible for the higher levels of OJSR experienced by those working in public banks compared to private banks. As (Hassan et al., 2019) also confirmed, with respect to performance ladders, intrinsic motivation such as recognition and improvement of career opportunities are more sustainable in creating an effect on OJSR than extrinsic motivations such as payment of bonuses and increment in wage. In this perspective, commercial banks in Nepal are encouraged to formulate generic policies to help manage and measure satisfaction level that depends highly on performance and efficient usage of RS distorting equity.

Results demonstrated a positive high correlation of OJSR with RNMR ($r = 0.684, p < 0.01$), implying the importance of the recognition employees receive for their work for OJSR. The mean (3.52) and standard deviation (0.67) of the IDs suggest perceptions of RNMR as positive, albeit with institutional differences. According to (Dhungana & Dawadi, 2024), periodic recognition of employee contributions lead to more OJSR, work engagement, and affective commitment of employees within their organization. However, their research also indicated that absence of any formal recognition practices particularly in private banks employees are unsatisfied. According to (Sheppard, 2016), non-monetary recognition to employees serves as a major driver of morale and motivation, indicating that with at least one valance recognition banks would reinforce positive behaviour which leads to OJSR improvements.

OJSR had a strong positive correlation ($r = 0.581, p < 0.01$) with employees' PCG policies. This means that employee engagement and therefore retention are improved in organizations which have clear-cut PCG policies. PCG perception mean score of 3.67 with standard deviation of 0.72 means that PCG policies are generally accepted, but there are differences regarding equity and accessibility. The OJSR is high in those organization which practice merit-based PCG because if the employees are valued then high productivity is seen in the employees (Upadhyaya et al., 2024). But the most maddening parts of private sector banks were the lack of a structured PCG system and open elitism. Similarly, Ghimire et al. (2021) viewed that competency-based PCG is directly linked with employee performance and satisfaction.

The findings evinced via correlation analysis emphasizes both a negative and a positive relationship of WLB with OJSR. WLB scored ($r = 0.624, p < 0.01$) was observed with moderate positive relationship. The results from these studies obviously reveal that employee's wellbeing is material to organizations wellbeing. The average of 3.55 and standard deviation of 0.72 also backs up this claim. Rules on WLB are nice to look at but practice is far from them. Flexible hours and supportive policies

boost satisfaction and reduce stress. Longer hours at work as such had the opposite bearers, where working in the most stressful job roles often in private banks (Gyawali, 2017). However, on the other hand, (Subedi & Bhandari, 2024) have also stated that appropriate control of WLB helps with retention due to the fact that employees who are able to balance their professional and personal obligations feel they are more productive, therefore, they are willing to stay longer in the firm. These results have highlighted the advantage of reconsidering certain banks' techniques for employee engagement by adopting more relaxed work scheduling policies which include the introduction of wellness initiatives aimed at alleviating these feelings of stress.

Similarly, a Nepalese study conducted by (Upadhyaya et al., 2024) that inferred determinants of OJSR through integrative approach also concluded the same with the correlation results of the current study. Their paper mentioned that OJSR contribution-wise appreciation ($r = 0.684$) and WLB ($r = 0.624$) received the best ratings and, thereby brings into question the notion that employees on OJSR are motivated with monetary reward before anything else. Moreover, their analysis confirmed that workers of public banks exhibited more job satisfaction compared to their counterparts in private banks due to the superior management practices with respect to RS, RNMR, and WLB in public banks.

The banking institutions can adopt transparent appraisals, talent development (TD), performance calibration group (PCG) process, structured RNMR, and work-life balance (WLB) policies to systemically and strategically design their HR practices in view of these observations. The management must focus on addressing the performance gaps in both public banks and private banks in the area of human resource management so that employees receive higher utility in the work environment. Additionally, future research should expand to longitudinal studies to show effects and develop relevant policies that would keep employees in their places for a longer time.

According to three-factor analysis, the HR practice RNMR and PCG is an essential motivating factor that motivates the employees working in the Nepalese commercial banks. The correlation and descriptive analysis indicate that equitable treatment, and optimizing their concerns and growth aspirations with performance opportunities is a prime facet of their OJSR. As in the case with earlier studies, this one underlines the need for banks to implement human resources policies that are fair and open if they want to increase the level of motivation and satisfaction among employees. Increase both the OJSR and the performance of the organization by making any suggestions for improvement to the shortcomings of private banks in the practices.

This experimental study demonstrates the importance of fairness, respect, and well-being to increase overall job satisfaction, decrease employee turnover in banking industry. The significant positive relationships between OJSR and the Punishment System ($r = 0.698$), Recognition and Reward (RNMR) ($r = 0.684$) and Work-Life Balance ($r = 0.624$) therefore support the argument that perceived organizational justice and recognition of employees' contributions play a role in retention.

These findings are consistent with previous studies which underlined the significance of non-monetary factors like organizational culture, perceived organizational support and work life balance in influencing employees' attitudes and behavior (Ghimire et al., 2023; Niraula et al., 2025; Subedi & Bhandari, 2024). The figures show that people will be more engaged if their well-being, as well as fairness and recognition, are on the agenda.

Simultaneously, the moderate positive associations of Training and Development ($r = 0.606$) and Promotion and Career Growth ($r = 0.581$) with OJSR underscore the importance of providing promotion opportunities and involving in skill development activities for increasing employee job satisfaction and preventing turnover. These results are in line with previous research which highlights learning and development as

the fundamentally important HRM practices for employee engagement and loyalty (Niraula et al., 2025; Thapa & Shrestha).

On the other hand, the relatively weaker relationship with performance Appraisal ($r = 0.389$) means that although performance appraisal fairness does matter, it has a less pronounced effect on job satisfaction and even retention compared to rewards or recognition (Abu Orabi et al., 2024; Niraula et al., 2025). In general, the study underscores the combined impact of fair HR practices, developmental avenues, and supportive organizational climate in maintaining employee satisfaction and retention in banks.

6 CONCLUSION

The primary objective of this study was to investigate the factors influencing employee satisfaction related to job satisfaction and retention at Nepalese commercial banks. According to the highlighted analysis, components of Human Resource (HR) practices regarding performance appraisal (PA), training and development (TD), reward systems (RS), recognition (RECOG), promotion and career growth (PCG), and work-life balance (WLB) impact employee satisfaction and retention.

The analysis revealed that performance appraisal (PA) systems are central in shaping employees' perceptions of fairness and motivation. Additionally, training and development opportunity (TD) were also essential as would lead to an improvement in existing skill as well as growth in career which definitely turns out in making one feel more satisfied. Reward systems (RS), be it monetary or non-monetary, played an obvious role in boosting employee motivation. Unbalanced reward systems (RS) caused more dissatisfaction than satisfaction according to the research and that quality of life were the consequences of its uneven distribution. Organizations also need to consider employee perceptions of well-being at WLB level, as WLB has been viewed as an integral element of job satisfaction.

HR strategy for improving employee satisfaction, is provided with the results of this study. First, the banks must create a PA system that is fair and transparent and provide employees with clear and constructive feedback on their performance. These systems provide motivation for employees and promote a sense of fairness at work. Secondly, banks should spend budget on Training and Development (TD) courses for the employees to increase satisfaction, engagement rates, and promotion rates.

And it is also advisable that any remuneration (RS) systems be inclusive and equitable to reflect proper employee contributions as suggested in

the analysis. To enhance employees' morale, reward systems should broadly be in line with the organization's objectives be it financial or non-financial. In addition to this, the efforts of employees should be recognized officially as doing so enhances satisfaction levels commonly. Formal recognition increase satisfaction, regular reminder of your importance and value in the organization will turn into the appreciation culture which reduce turnover intention and increases the employee's commitment.

In order to make sure that the employee at the bank feel their best, action plans that promote WLB (work life balance) should be implemented as flexible working hours and health programs. Such policies augment employee wellness and increase satisfaction while also combating burnout which has never been more important in the fast-paced banking landscape. However, future research should be more mindful of the differences in HR, practices across types of banks particularly between public and private banks. This will be essential for increasing job satisfaction and best involvement of employees in the commercial banks of Nepal. If these strategies are employed to ensure that motivated and happy employees stay within the company for the longer period of time, you will begin to see organizational productivity as well as retention exhibit time after time.

6.1 Implications

The implications have been made based on the findings of the study. The practical, theoretical and policy implications along with future scope have been provided.

6.1.1 Practical Implications

The paper is useful in providing insight on how to improve overall job satisfaction and reduce attrition in Nepalese commercial banks. The study highlights the important functions of performance appraisal (PA), training and development (TD), and reward systems (RS) in impacting

the impression and attitude of employees. This type of conclusion is essential for HR managers and administrators of the banking sector to develop and implement strategies to motivate, fulfil and retain more employees. A clear and fair performance appraisal (PA) system can promote trust between employees and the organization hence with training and development (TD) programs, employees are more likely to be satisfied because they are being incentivized to meaningfully improve their skills and career; joining the organization and staying till retirement. In addition, a formal recognition (RECOG) system can enhance a culture that values employees' contributions to the organization's objectives. This will lead to higher employee engagement as a result which will subsequently drive greater organizational productivity.

6.1.2 Theoretical Implications

In Nepalese commercial banks, this study provides insight into the relationship between HR practices and job satisfaction and retention. The findings not only reinforce existing theoretical constructs such as Herzberg's Two-Factor Theory, which posits that intrinsic motivators play a greater role in employee satisfaction and retention (achievement, recognition, career growth, etc.), but also enhance them. Additionally, the study fulfils Maslow's Hierarchy of Needs Theory, wherein workers could be satisfied when their psychological and self-actualization needs are fulfilled through purposeful work or job development opportunities. Secondly, this research is advancing social exchange theory, by indicating that if employees see that their HR practices like PA and RS are justice based, then in return employees will engage in positive behaviors that fosters the workplace. The study shows how relevant HRM theories are rooted in Nepalese commercial banks keeping in view their own unique organizational culture and climate which provides greater scope and critical applicability of HRM theories in diverse environments.

6.1.3 Policy Implications

The results of this study serve as a useful guide to commercial banks and policymakers for necessary policy reforms concerning employee satisfaction and retention for the country as a whole. Results assess the adoption of performance appraisal (PA), promotion and career growth (PCG), and work-life balance (WLB) policies in Nepalese commercial banks that are aimed at maximizing employee satisfaction. The findings can guide policymakers as they aim for greater standardization of HR policies across banking institutes to balance employee interests and ensure fair and better growth prospects. This will end the warring government banks and private banks about when IRR is implemented because if banks can implement uniform policy base on reward system (RS) and promotion (PCG), then the level of employee satisfaction will be the same whether it be a public sector bank or a private sector bank. Finally, across the industry employee WLB provisions need to be followed, for the sake of employee welfare in such a demanding banking environment.

6.1.4 Future Scope

There are numerous potential directions for future work in this research. There is also a perspective to better examine the impacts of HR practices by exploring their long-term impact on employee commitment and retention among commercial banks in Nepal. Longitudinal studies could follow these employee satisfaction over time in response to implementation of various HR programs. Another area for research could be to investigate how job satisfaction and retention vary across different types of banks in Nepal, based on its socio-cultural context. Future studies also can examine the interaction of relational leadership behaviors with HR practices and employee's satisfaction. Additionally, this type of research may also be conducted outside the context of the Nepalese

banking sector, even cross-country research or across different industries which will shed light into this important question regarding context-specificity in both job satisfaction and HRM practices.

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APPENDICES

APPENDIX 1. Survey Question

APPENDIX 1 Dear Respondents,

This survey will be part of my academic research requirement. Thank you for your time and effort in filling out this questionnaire. I assure you that the information and responses you have provided in this questionnaire will be kept highly confidential, secured and will be used only for my academic purpose only.

Male Female

B. Marital Status

Married Unmarried

C. Tick out your age category.

Below 20 21-30 31-40 Above 40

D. Tick out your Education Status.

School level Bachelor Level Masters and Above

E. Tick out your Position.

Junior Assistant Officer Senior Officer Manager

C. Tick out your Work Experience.

0 to 4 years 5 to 8 years above 8 years\

Group B: Likert Scale Questions

The statement is based on Performance Appraisal practices and is measured in 5- Point Likert scales 1 as strongly disagree, 2 as disagree, 3 as neut agree and 5 as strongly agree.

Category	Statements	1	2	3	4	5
Performance Management & Career growth (Appraisal, Promotion & Development)	The performance appraisal system in my organization is fair and transparent.					
	The performance appraisal system is conducted in a fair and unbiased manner.					
	I receive feedback on my performance on a regular basis.					
	The performance appraisal system helps to boost my performance.					
	I am informed about how my Performance Appraisal is evaluated.					
Training & Development	My organization provides frequent training sessions to enhance employee skills and knowledge.					
	Training programs help bridge my performance gap and enhance my job effectiveness.					
	I am satisfied with the existing training and development system in my organization.					
	Training programs align with both organizational goals and employee development needs.					
	Training opportunities are distributed fairly among employees.					
Compensation & Rewards						
Reward System	The reward system in my organization is implemented fairly and equitably.					
	I am satisfied with the existing reward system in my organization.					
	The reward system in my organization					

	motivates me to perform better.						
	Rewards have a positive effect on the work environment.						
	The reward provided by my organization gives me a sense of accomplishment.						
Recognition & Non-Monetary Rewards	The reward system influences my decision to stay in my organization.						
	Recognition has a positive effect on the work environment.						
	Recognition motivates me more than monetary incentives.						
	My organization recognizes and appreciates employees' contributions appropriately.						
	Recognition in my organization is based on performance rather than personal relationships.						
	I am satisfied with the existing recognition system in my organization.						
Promotion & Career growth	Promotion motivates me to perform well in my job.						
	Promotions in my organization are based on merit and conducted fairly.						
	I am satisfied with the existing promotion system in my organization.						
	Promotion has a positive effect on the work environment.						
	Promotion helps to boost my performance.						
	Promotion decisions in my organization are transparent and well-communicated.						
Work-Life Balance & Employee Well-Being	I have enough time to spend with my family.						
	I often worry about work outside office hours.						

	My job does not interfere with my personal life.						
	My organization has policies that support work-life balance.						
	I am unable to spend quality time with my family due to work.						
Overall Job Satisfaction & Retention	I frequently think or worry about work even during non-working hours.						
	I frequently think or worry about work even during non-working hours.						
	I miss quality time with loved ones due to excessive work pressure.						
	Working more than 6 days a week negatively affects my job satisfaction.						

Thank you for your response