



Human Resource Management Practices and Employee Engagement: An Empirical Evidence from Nepalese Commercial Banks

Dr. Shreekrishna Kharel¹  | Ganesh Prasad Niraula² 

¹Associate Professor

Faculty of Management, Central Department of Management,
Tribhuvan University, Nepal

Email: kharelshreekrishna999@gmail.com

²Assistant Professor

Faculty of Management,
Patan Multiple Campus, Tribhuvan University, Lalitpur

Email: ganesh.niraula@pmc.tu.edu.np

Corresponding Author

Ganesh Prasad Niraula

ganesh.niraula@pmc.tu.edu.np

To Cite this article: Kharel, S., & Niraula, G. P. (2026). Human resource management practices and employee engagement: An empirical evidence from Nepalese commercial banks. *International Research Journal of MMC*, 7(1), 378-391.
<https://doi.org/10.3126/irjmmc.v7i1.93083>

Submitted: 10 January 2026

Accepted: 20 February 2026

Published: 31 March 2026

Abstract

This study investigates the relationships between human resource management practices and employee engagement in the Nepalese commercial banks in year 2025-2026. Grounded in Social Exchange Theory (SET), the research posits that when organizations provide developmental opportunities, fair performance systems, and satisfying work conditions, employees perceive these practices as organizational support and reciprocate with higher engagement. We employed cross-sectional research design and survey data that were collected from 281 employees across the banks' branches of the Nepalese commercial banks using a structured questionnaire. Statistical analyses were conducted through Statistical Package for Social Science (SPSS), employing correlation and regression techniques to examine the hypothesized relationships. The findings reveal that there is a positive relationship between training and development and employee engagement (0.731), there is a positive relationship between career development and employee engagement (0.736), there is a positive relationship between performance management and employee engagement (0.681), and there is a positive relationship between job security and employee engagement (0.687). Supporting the SET perspective that reciprocal exchanges foster stronger organizational commitment and discretionary effort. The study contributes to the literature by contextualizing human resource management practices within a South Asian banking sector and offers practical implications for managers seeking to enhance engagement through strategic human resource interventions.

Keywords: commercial banks, career development, job security, performance management, social exchange theory, training and development



1. Introduction

Employee engagement refers to active involvement of employees in their work, using their minds, bodies, and emotions to accomplish their roles (Kahn, 1990). According to Schaufeli et al. (2002), employee engagement is characterized by vigor, dedication, and absorption in the workplace to accomplish the organizational objectives. According to Shrestha et al. (2024), HRM professionals should identify how crucial employee engagement is to smoothly running the organization and should devise genuine strategies to enhance commitment. The emotional relation of employees with the organization is essential, which impacts the employees' willingness to be committed and engaged. According to Hakuduwal (2019), training and development provides skills and knowledge to employees, which in turn amplifies engagement as compared to other HRM components. According to Shrestha (2019), the relationship between performance management and employee engagement is significant, as the HRM professionals need to understand the need for employee engagement, which helps the business organization for smooth functioning and finding measures to foster engagement. According to Saks (2022), employee engagement is the idea that the level of an employee's desire to be engaged is determined by how concerned management and its leadership are with the organizational activities. In The Nepalese commercial banks, employee engagement is linked to their attitudes, motivation, and values (Niraula et al., 2023). Moreover, in Nepalese commercial banks the workplace stress was a significant issue, especially for female employees doing work in a high-pressure work environment (Yadav, 2025). Bhandari and Subedi (2024) link job satisfaction and engagement to training and development, recruitment and selection, performance appraisal, and compensation and benefits. According to Karki et al. (2023), there is a positive relationship between financial compensation and employee performance, which ultimately makes the employee engaged in their job. Gautam (2023) asserts that the existing political system influences The Nepalese manufacturing organizations, highlighting the fragile state of the country.

According to Social Exchange Theory (SET), when an organization invests in employee developmental practices—training, career planning, mentoring, and such activities—they are perceived as organizational support, which creates an emotional connection to employees via an increased level of engagement (Saks, 2024; Kurtessis et al., 2017). Many studies on human resources confirmed that HR practices initiated by organizations foster perceptions of organizational support to employees, which in turn motivate them to reciprocate through higher levels of engagement (Memon et al., 2020). According to Saks and Gruman (2018), SET frames employee engagement as a response to the perceived quality of exchange reciprocity between employees and the organization. In the Nepalese context, the banking industry is considered to be a rich job market (Nepal Rastra Bank, 2020). The Nepalese economic development is closely associated with the performance of the banking sector; however, this sector faces a substantial shortage of talents. Hence, fostering employee engagement has been crucial for strengthening the national financial and economic system (Nepal Rastra Bank, 2024). Moreover, the research on human resource practices and employee engagement is mostly conducted in Western contexts (Saks, 2022; Albrecht et al., 2014), leaving a gap in the literature in emerging economic contexts, where employee engagement has become a central phenomenon to the bank managers and policymakers to boost the efficiency and productivity of financial institutions.. So, this study aims to fill this gap by examining the relationship between human resource management practices and employee engagement in underdeveloped economies, such as Nepal, through the following research questions and hypotheses respectively.

RQ1. Is there any relation between human resource management practices and employee engagement?

RQ2. What is the impact of these HRM practices on employee engagement?

H1: Training and development positively relates to employee engagement.

H2: Career development positively relates to employee engagement.

H3: Performance management positively relates to employee engagement.

H4: Job security positively relates to employee engagement.

2. Literature Review

According to Deorah (2022), the dedication of employee sincerity and organizational citizenship behavior are crucial for employee engagement; the employees are willing to go beyond their formal work role if the organization promotes the prosperity of the industry. Training and development is a systematic process that enhances employees' knowledge, skills, attitudes, and expertise, enabling them to complete their regular tasks; it plays a crucial role in achieving goals successfully and fostering employee engagement. According to Jangbahadur et al. (2025), artificially enabled human resource management indirectly affects sustainable organizational performance through employee engagement. Human resource management practices are significantly and positively related to employee performance and employee engagement; moreover, employee performance is influenced by employee engagement (Sigdel, 2023). According to Hanu et al. (2025), there is a reciprocal relationship between agile human resource management practices, employee engagement, and employee resilience. Employee engagement is related to green human resource management practices such as green training and development, green performance management, and green compensation and rewards (Balaji & Benny, 2025).

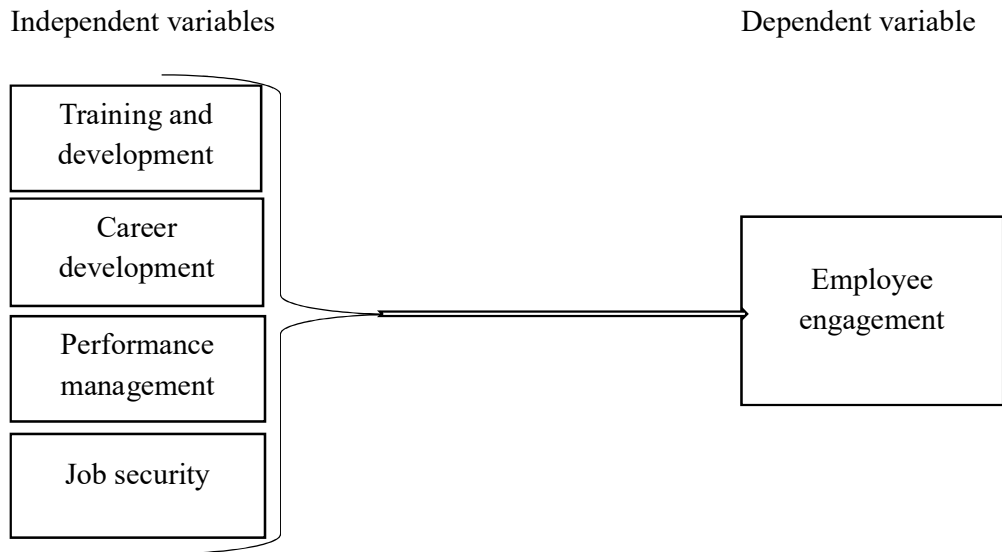
According to Abdallah Ali (2025), there is a positive relationship between human resource management practices such as training and development, performance management, compensation, recruitment, and selection and employee engagement. Socially responsible HRM promotes a work environment, which in turn enhances work engagement (Pimenta et al., 2024). Organizational culture influences employee engagement and performance; negative work culture demotivates employees, which consequently influences engagement and performance (Mansour, 2024). Compensation, recruitment, selection, and training and development are significantly and positively associated with employee engagement (Koley, 2025). According to Kavyashree et al. (2023), HRM practices such as job security, training and development, performance management, career development, and rewards and recognition are positively and significantly associated with employee engagement. According to Engidaw (2021), employee engagement is significantly correlated with the workplace and the environment of the surrounding workplace; moreover, ethical decision-making is also linked with employee engagement (Judeh, 2021).

According to Blau (1964), employees behave in a reciprocal way depending on their perceptions of the organizational ideals, management practices, and possibilities for development. Researchers Cropanzano and Mitchel (2005) offer an important understanding that employees behave in such ways as commitment, collaboration, and intention to leave the organization, which is based on their realization of value from the conduct of their employer, whether their leaders, supervisors, or peers in the workplace settings. Employees feel less pressured to respond with greater engagement; it lessens the effect of HR initiatives on engagement. When employees feel organizational support, it automatically makes them loyal to the organization, amplifying higher engagement (Jun & Eckardt, 2025). Despite these divergent views on the relationship between human resource management practices and

employee engagement, there is a shortage of studies on this issue, so this study tries to fill this gap in the literature by proposing the following hypotheses:

The conceptual framework of this study is adapted from Kavyashree et al. (2023), where the authors identified specific independent variables and considered employee engagement as the dependent variable.

Figure 1: *Conceptual framework*



3. Methods

3.1 Research Design

There are twenty commercial banks in Nepal, comprising three public limited, five joint venture, and twelve private commercial banks, which employ eighty percent of total capital invested in the banking and financial sector (Nepal Rastra Bank, 2025). We used a cross-sectional research design, allowing researchers to collect data from the respondents at a single point in time. The cross-sectional design is efficient for identifying relationships, prevalence, and patterns in the particular time. According to Creswell and Creswell (2018), cross-sectional research design offers a snapshot of key characteristics and outcomes of a population at a single point in time of the study.

3.2 Sampling procedure

In Nepal, the Nepal Rastra Bank is the central regulator for the banking sector. We chose 10 commercial banks as sample units, comprising two public limited, three joint venture, and five private commercial banks. These banks were taken to ensure diverse representation of the banking sector to capture variations in organizational practices and employee experience across various ownership structures. We employed judgmental sampling to focus on specialized and expert professionals in the banks' branches. However, there are four categories of respondents comprising age, gender, job position, and experience. The researcher gathered data from the respondents of The Nepalese commercial banks and their branches through paper questionnaires. The researchers were very careful to obtain ethical approval from the respondents, ensuring consent, anonymity, and confidentiality in accordance with the legal and institutional standards of the organizations.

We received 281 questionnaires and analyzed them after treating them for missing

questions through imputations from the total population of 41552 (Nepal Bankers' Association, 2024). The initial sample size was 384 (Cochran, 1977). The researchers administered the questionnaire in English, believing that the respondents had substantial knowledge to understand the language. The returned questionnaire represented a response rate of 73.18%. According to Bougie and Sekaran (2019), a response rate of 30% is considered sufficient for analysis in quantitative research. The study used a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. According to Joshi et al. (2015), the five-point Likert scale is a widely used measuring tool in survey research and has values for sound psychometric validity.

The age distribution of 281 respondents varied across groups; the respondents below 25 years were 17.40%, 25–35 years were 34.20%, 36–45 years were 33.80%, and over 46 years were 14.60%. The gender representation of male was 52.70 and female 47.30. As far as job position is concerned, 17.80% were executives and managers, 21% were branch managers, 43.40% were senior assistants and officers, and 17.80% were assistants and junior assistants. As far as the experience of respondents was concerned, 17.40% had 5 years or less of experience, 35.60% had 5-10 years of experience, 32.40% had 11-15 years, and 14.60% had more than 16 years of experience (Table 1).

Table 1: Information of the Respondents

Demographic variable	Category	Frequency	%
Age group	Below 25 years	49	17.40
	25-35 years	96	34.20
	36-45 years	95	33.80
	46 years and above	41	14.60
Gender	Male	148	52.70
	Female	133	47.30
Job position	Executives and managers	50	17.80
	Branch managers	59	21.00
	Senior assts./officers	122	43.40
	Assts. and junior assts.	50	17.80
Experience	5 years and below 5 years	49	17.40
	5-10 years	100	35.60
	11-15 years	91	32.40
	16 years and above	41	14.60

Note: Field survey

3.3 Instruments

We measured employee engagement by eight items. The sample items include "I would recommend this organization as a wonderful place to work," adapted from the study by Siddiqui and Sahar (2019). The Cronbach's alpha value of 0.879 shows robust internal consistency. Human resource management comprises four variables: training and development, career development, performance management, and job security. Training and development was measured by five items, such as "Staff training allows employees to proactively identify future challenges," adapted from the study by Siddiqui and Sahar (2019); the Cronbach's alpha value of 0.84 shows sound internal consistency. Career development was measured by five items, such as "Individuals in this job have a promising future within this organization," adapted from the study by Delery and Doty (1996); the Cronbach's alpha value of 0.854 shows excellent internal consistency. Similarly, job security was measured by five items; the sample item includes "Job security is almost guaranteed to employees in this job," adapted from the study by Delery and Doty (1996). The Cronbach's alpha value of 0.861 shows robust internal

consistency. Similarly, the performance management was measured by five items, such as “My immediate supervisor gives me developmental feedback,” adapted from the study by Zhou (2003); the Cronbach’s alpha value of 0.878 shows strong internal consistency.

3.4 Analysis Strategy

We used the Statistical Package for Social Science (SPSS) for analyzing data. According to Pallant (2020), SPSS is a widely used statistical tool in the social sciences. The descriptive statistics are used to present the characteristics of the sample. According to Field (2018a), descriptive statistics explain characteristics of the sample, and correlation analysis explores the relationship between variables. To evaluate the impact between independent and dependent variables, linear regression is used. The researchers set the level of significance at 5%. According to Hair et al. (2019), statistical assumptions are assessed before conducting analysis to ensure robustness of the results.

3.5 Model specification

This study aims to examine the impacts of human resource management practices on employee engagement. As a result, the following regression model serves as a basis for analysis.

Employee engagement = f (training and development, career development, performance management, and job security)

So, the equation,

$$EE = \beta_0 + \beta_1TD + \beta_2CD + \beta_3PM + \beta_4JS + et \dots\dots\dots 1$$

Where,

EE = employee engagement

et = Error term

β_0 = Intercept of dependent variable

$\beta_1, \beta_2, \beta_3, \beta_4$ are beta coefficients of the independent variables to be estimated.

4. Results and analysis

4.1 Common method bias (CMB)

The common method bias was assessed using the full collinearity approach and variance inflation factor (VIF) values of the variables. CMB is not an issue if the VIF values are below 3.3. According to Kock and Lynn (2012), if the variables’ VIF values are less than 3.3, there is no issue of common method bias.

4.2 Mean and standard deviation of the variables

The means and standard deviations of the variables are calculated below:

Table 2: Mean and standard Deviations of Variables

Variables	Mean	Standard deviation	Number of observations
Training and development	3.5181	0.6763	281
Career development	3.5680	0.7254	281
Performance management	3.6740	0.7180	281
Job security	3.6598	0.7478	281
Employee engagement	3.4875	0.7192	281

Note: Data processing

Table 2 depicts that the mean of the training and development variable was 3.5181, career development was 3.568, performance management was 3.674, job security was 3.6598, and the mean value of employee engagement was 3.4875. The standard deviation values were

below 1, indicating that the means exceed fifty percent, and the average standard deviation was approximately 0.73, which demonstrated good acceptance of the construct among respondents from the Nepalese commercial banks.

4.3 Relationship Between Human Resource Management Practices and Employee Engagement

According to Field (2018b), correlation helps the empirical research to achieve a deeper understanding of existing patterns and relationships between variables, which supports the development of stronger hypothesis in quantitative research.

Table 3: Relationship Between Independent and Dependent Variables

Variables	EE	CD	PM	JS	TD
EE	1				
CD	0.736**	1			
PM	0.681**	0.719**	1		
JS	0.687**	0.646**	0.656**	1	
TD	0.731**	0.764**	0.628**	0.651**	1

Source: Data processing

** Correlation is significant at the 0.01 level of confidence

Note(s): EE, employee engagement; CD, career development; PM, performance management; JS, job security; TD, training and development

Table 3 depicts correlation coefficients of independent and dependent variables. The correlation between career development and employee engagement was 0.736, the correlation between performance management and employee engagement is 0.681, the correlation between job security and employee engagement was 0.687, and the correlation between training and development and employee engagement was 0.731. Table 3 shows that all the predictor variables were positively correlated with dependent (criterion) variable.

4.4 Impact of Human Resource Management Practices on Employee Engagement

Regression analysis evaluates that independent variables exert statistically significant impacts on the dependent variable, which support the process of hypothesis testing. Regression is a powerful technique that can play a significant role in managerial decision-making in an organization (Hair et al., 2021).

Table 4 shows that the beta coefficient, t-value, and p-value of the training and development (TD) variable were 0.302, 4.981, and $0.000 < 0.05$, respectively. Since all the values were positive and the p-value was less than 0.05, the alternative hypothesis was accepted, indicating that training and development significantly affect employee engagement. Similarly, the beta coefficient, t-value, and p-value of career development were .241, 3.922, and $0.000 < 0.05$, respectively. Since all the values were positive and the p-value was less than 0.05, the alternative hypothesis was accepted, indicating that career development (CD) significantly affected employee engagement. Likewise, the beta coefficient, t-value, and p-value of performance management (PM) were 0.179, 3.280, and $0.001 < 0.05$, respectively. Since all the values of the variable were positive and significant and the p-value was less than 0.05, the alternative hypothesis was accepted, indicating that performance management significantly influenced employee engagement. Similarly, the beta coefficient, t-value, and p-value of job security (JS) were 0.220, 4.497, and $0.000 < 0.05$, respectively. All the values were positive, and the p-value was less than 0.05; the alternative hypotheses was accepted, indicating that job security significantly impacted employee engagement. As demonstrated by Table 4, all the values of human resource management practices were positively and significantly associated with employee engagement in the Nepalese commercial banks.

Table 4: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constan)	.102	.149		.686	.493		
	TD	.302	.061	.285	4.981	.000	.372	2.690
	CD	.241	.061	.243	3.922	.000	.315	3.171
	PM	.179	.055	.177	3.280	.001	.418	2.393
	JS	.220	.049	.229	4.497	.000	.468	2.138

R² 0.665 Adj. R² 0.660 F statistics 136.95 Sig. 0.000

a. Dependent Variable: EE

While analyzing the tolerance values, the minimum threshold value for tolerance was 0.10. All the variables demonstrate that the tolerance values are more than 0.10, which indicates the predictors were largely independent of each other. The R² value of 0.665 shows that human resource management practices such as training and development, career development, performance management, and job security explained 66.50% of the variance in employee engagement; the other 34.50% was attributed to other circumstances. The variance inflation factor (VIF) value of 3.3 shows the absence of multicollinearity (Kock & Lynn, 2012; Myers et al., 2012) supporting the validity of the results. The Durbin Watson test of regression residuals 1.733 shows that the independent and dependent constructs had positive autocorrelation (Durbin & Watson, 1950) amplifying future success of the organization. The findings show a positive outlook for the future performance of the Nepalese commercial banks. Therefore, the regression equation is: $EE = 0.102 + 0.302TD + 0.241CD + 0.179PM + 0.220JS + et$

5. Discussion

The objective of this study is to examine the relationship between human resource management practices and employee engagement in the Nepalese commercial banks. The predictors are training and development, career development, performance management, and job security; the dependent variable is employee engagement. The organization's initiatives for training and development significantly improve employees' skills and abilities, amplifying their engagement at work. Both on-the-job and off-the-job training provided to employees enhances their confidence, which in turn fosters engagement. This study finds that training and development significantly and positively enhance employee engagement. The results align with the studies by Camilleri (2021), Bahl et al. (2022), Tanwar and Prasad (2024), Bharadwaj (2023), Siddiqui and Sahar (2019), and Bhakuni and Saxena (2023). However, this results contradict with the studies by Batt (2002), (Tan and Nasurdin (2011), and Clarke (2013), who presented that training and development and employee engagement may not always have positive relationship under every circumstances.

This study assessed the relationship between career development and employee engagement in The Nepalese commercial banks. The career development significantly impacted employee engagement, since employees' career aspirations directly influence their

satisfaction, which ultimately enhances employee engagement (Niraula et al., 2026). Various statistical evidence supports the finding that career development is significantly and positively associated with employee engagement. The finding aligns with the study by Kavyashree et al. (2023), Aktar and Pangil (2018), Kumprang and Suriyankietkaew (2024), and Nagarajan et al. (2022). However, contrasting views were presented by Makaroun (2013) and Deloitte (2017), who argued that the relationship between career development and employee engagement may not always be positive under various circumstances and situations.

Performance management allows an entity to fully utilize the potential of its employees by creating an environment that supports their personal as well as professional development. At this age of globalization, any business can flourish in their respective field if they can achieve the expected performance from the employees hired. In this study, performance management is positively and significantly associated with employee engagement. The findings of this study aligns with the studies by London (2014), Menguc et al. (2013), Aguinis and Burgi-Tian (2023), Macey and Schneider (2008), and Obino and Jerotic (2014). However, the findings does not align with the studies by Shih et al. (2022) and Sarti (2014), arguing that the relationship may differ and is completely dependent on the situation and various circumstances.

Job satisfaction among employees is always related to organizational commitment, which satisfies the employees and amplifies affective commitment (Kharel & Niraula, 2024). This study specifically found a positive and significant association between job security and employee engagement. The findings align with the existing studies by Chen et al. (2012), Obedgiu et al. (2017), Piccoli et al. (2021), and Kavyashree et al. (2023). However, divergent views were presented by Heymans (2002), arguing that the association may not always be positive in all the situations and environments; other factors like management, policy, and organizational strategy matter in establishing this relationship.

According to SET, employees decide how committed they are to their jobs, based on how much support and mutual respect they feel from their employers that obviously leads to employee engagement (Blau, 1986). Cropanzano and Mitchell (2005) asserted that employees feel bound in kind and desire to contribute something in return to their organization, when the employer provides them with economic and socio-economic resources. The findings of this study align with Social Exchange Theory, which posits that if employees receive benefits, facilities, and good treatment from their employer, they will naturally be more inclined to support the organization's welfare.

6. Conclusion

The objective of this study is to examine the relationship between human resource management practices and employee engagement in the Nepalese commercial banks. The positive relationships of training and development (TD), career development (CD), performance management (PM), and job security (JS) with employee engagement underscore the essence of Social Exchange Theory. The results suggest that when the organizations invest in these practices, employees perceive them as signals of organizational support and reciprocity. This perception fosters a sense of obligation and willingness to contribute more meaningfully, thereby enhancing engagement. In line with SET, employees respond to developmental opportunities, fair performance systems, and satisfying work conditions by reciprocating with higher levels of commitment, motivation, and discretionary effort. Thus, strengthening these HR practices not only nurtures engagement but also sustains a mutually beneficial exchange between employees and the organization. The future researchers should employ employee relations, compensation and rewards, recruitment and selection, and health and safety as independent variables in diverse organizational settings to obtain more precise results.

References

1. Abdallah Ali, M. A. (2025). Enhancing employee engagement through HRM practices: A study of the education sector in Jordan. *Problems and Perspectives in Management*, 23(3), 372–384. [https://doi.org/10.21511/ppm.23\(3\).2025.27](https://doi.org/10.21511/ppm.23(3).2025.27)
2. Aguinis, H., & Burgi-Tian, J. (2023). Performance management around the world: Solving the standardization vs adaptation dilemma. *IIM Ranchi Journal of Management Studies*, 2(2), 189–170. <https://doi.org/10.1108/IRJMS-09-2022-0091>
3. Aktar, A., & Pangil, F. (2018). Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement Does black box stage exist? *International Journal of Sociology and Social Policy*, 38(7/8), 606–636. <https://doi.org/DOI 10.1108/IJSSP-08-2017-0097>
4. Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2014). Employee engagement, human resource management practices and competitive advantage: an integrated approach: *Journal of Organizational Effectiveness: People and Performance*, 1(3), 261–280.
5. Bahl, K., Kiran, R., & Sharma, A. (2022). Impact of drivers of change (digitalization, demonetization, and consolidation of banks) with mediating role of nature of training and job enrichment on the banking performance. , 12(2), 1–13. *Sage Open*, 12(2), 1–13. <https://doi.org/10.1177/21582440221097393>
6. Balaji, K., & Benny, A. D. (2025). The mediating role of employee engagement between green HRM practices and organizational commitment. *Journal on Innovation and Sustainability*, 16(3), 127–142. <https://doi.org/10.23925/2179-3565.2025v16i3p127-142>
7. Batt, R. (2002). Managing customer services: Human resource practices, quit rates, and sales growth. *Academy of Management Journal*, 45(3), 587–597. <https://doi.org/10.2307/3069383>
8. Bhakuni, S., & Saxena, S. (2023). Exploring the link between training and development, employee engagement and employee retention. *Journal of Business and Management Studies*, 5(1), 173–180. <https://doi.org/10.32996/jbms.2023.5.1.17>
9. Bhandari, D. R., & Subedi, D. P. (2024). Human resource management practices and job satisfaction: evidence from private hospitals of Kathmandu Valley. *Journal of Emerging Management Studies*, 1(2), 185–198. <https://doi.org/10.3126/jems.v1i2.71526>
10. Bharadwaj, S. (2023). Influence of training and development interventions on employee retention—an employer brand-based agenda. *LBS Journal of Management & Research*, 21(2), 157–170.
11. Blau, P. M. (1964). *Exchange and Power in Social Life*. John Wiley & Sons Ltd, New York, USA.
12. Blau, P. M. (1986). *Exchange and Power in Social Life*. (2nd ed.). Routledge, New York, NY.
13. Bougie, R., & Sekaran, U. (2019). *Research methods for business: A skill building approach*. (8th editio). John Wiley & Sons Inc, London, UK.
14. Camilleri, M. A. (2021). The employees' state of mind during COVID-19: a self-determination theory perspective. *Sustainability*, 13(7), 3634. <https://doi.org/10.3390/su13073634>
15. Chen, Z., Sun, H., Lam, W., Hu, Q., Huo, Y., & Zhong, J. A. (2012). Chinese hotel employees in the smiling masks: Roles of job satisfaction, burnout, and supervisory support in relationships between emotional labor and performance. *The International Journal of Human Resource Management*, 23(4), 826–845. <https://doi.org/10.1080/09585192.2011.579918>

16. Clarke, N. (2013). Model of complexity leadership development. *Human Resource Development International*, 16(2), 135–150. <https://doi.org/10.1080/13678868.2012.756155>
17. Cochran, W. G. (1977). *Sampling Techniques*. (3rd ed.). John Wiley and Sons, New York, USA.
18. Creswell, J.W., & Creswell, J. D. (2018). *Research design: qualitative, quantitative and mixed method approaches* (5 th ed.). Sage Publication, Thousand Oaks, CA.
19. Cropanzano, R., & Mitchel, M. S. (2005). Social exchange theory: An Interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
20. Cropanzano, R., & Mitchell, M. (2005). Social Exchange Theory: an interdisciplinary review. *Journal of Management*, 31(6), 874–900.
21. Delery, J.E., & Doty, J. H. (1996). Modes of theorizing in strategic human resource management: tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39(4), 802–835. <https://doi.org/10.1215/S0012-7094-99-09901-5>
22. Deloitte. (2017). *Employee engagement reimagined for higher education [online]*. https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/us_hc-employee-engagement-reimagined-higher-education.pdf.
23. Deorah, S. (2022). Employee engagement. *Times of India*.
24. Durbin, J., & Watson, G. S. (1950). Testing for serial correlation in least squares regression: *Biometrika*, 37(3/4), 409–428.
25. Engidaw, A., E. (2021). The effect of motivation on employee engagement in public sectors: in the case of North Wollo zone. *Journal of Innovation and Entrepreneurship*, 10(1), 1–15. <https://doi.org/10.1186/s13731-021-00185-1>
26. Field, A. (2018). *Discovering Statistics Using IBM SPSS Statistics*. (5th ed.). Sage Publication.
27. Gautam, T. P. (2023). Human resource management practices in nepali industries. *Journal of Productive Discourse*, 1(1), 75–86. <https://doi.org/10.5281/zenodo.7885393>
28. Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2021). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. (3rd editio). SAGE Publications.
29. Hair, J.F., Risher, J.J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, Volume, 31(1), 2–24.
30. Hakuduwal, K. (2019). Human resource development and employee engagement in nepalese commercial banks. *Journal of Business and Social Sciences Research*, 4(2), 21–34. <https://doi.org/10.3126/jbssr.v4i2.29481>
31. Hanu, C., Yawson, M. T. A., Khumalo, N., & Amofa, A. K. (2025). Reciprocal dynamics of agile HRM practices, employee engagement and employee resilience. *African Journal of Employee Relations*, ahead-of-p(ahead-of-print), 28 pages. <https://doi.org/10.25159/2664-3731/17739>
32. Heymans, D. R. (2002). *The relationship between job insecurity, job satisfaction and organisational commitment of maintenance workers in a parastatal (Doctoral Dissertation)*. North-West University (South Africa).
33. Jangbahadur, U., Ahlawat, S., Rozera, P., & Gupta, N. (2025). The effect of AI-enabled HRM dimensions on employee engagement and sustainable organisational performance: fusion skills as a moderator. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 13(1), 85–107. <https://doi.org/10.1108/EBHRM-02-2023-0038>
34. Joshi, A., Kale, S., Chandel, S., & Pal, D. K. (2015). Likert scale: explored and explained. *British Journal of Applied Science & Technology*, 7(4), 396–403.
35. Judeh, M. (2021). work environment and engagement. *Problems and Perspectives in*

- Management*, 19(3), 220–229.
36. Jun, M., & Eckardt, R. (2025). Training and employee turnover: A social exchange perspective. *BRQ Business Research Quarterly*, 28(1), 304–323. <https://doi.org/10.1177/23409444231184482>
 37. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.5465/256287>
 38. Karki, D., Bhattarai, G., & Dahal, R. K. (2023). Human resource management practices and performances in Nepalese financial institutions. *Quest Journal of Management and Social Sciences*, 5(2), 316–330. <https://doi.org/10.3126/qjmss.v5i2.60930>
 39. Kavyashree, M.B., Sridevi, K., Nagesh, P. & Nanjudeshwarasamy, T. S. (2023). Relationship between Human Resource Management Practices and Employee Engagement. *Brazilian Journal of Operations and Production Management*, 20(1), 1–15. <https://doi.org/10.14488/BJOPM.1331.2023>
 40. Kharel, S., & Niraula, G. P. (2024). Human resource development and employee commitment in nepalese commercial banks. *The Nepalese Management Review*, 20(1), 39–52.
 41. Kock, N. & Lynn, G. S. (2012). Lateral Collinearity and Misleading Results. *Journal of the Association for Information System*, 13(7), 546–580.
 42. Koley, J. (2025). Effect of human resource management practices in the indian banking sector on the job satisfaction of employees: an analytical study in Darjeeling City. *Nternational Journal of Latest Technology in Engineering Management & Applied Science*, 14(8), 1468–1478. <https://doi.org/10.51583/IJLTEMAS.2025.1408000186>
 43. Kumprang, K., & Suriyankietkaew, S. (2024). Mechanisms of organizational mindfulness on employee well-being and engagement: a multi-level analysis. *Administrative Sciences*, 14(6), 1–23. <https://doi.org/10.3390/admsci14060121>
 44. Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854–1884. <https://doi.org/10.1177/0149206315575554>
 45. London, M. (2014). *The power of feedback: Giving, seeking, and using feedback for performance improvement*. (1 st). Routledge, New York, NY. <https://doi.org/10.4324/9781315813875>
 46. Macey, W., & Schneider, B. (2008). The meaning of employee engagement. industrial and organizational psychology: Perspectives on Science and Practice, 1(1), 3–30. *Industrial and Organizational Psychology: Perspectives on Science*, 1(1), 3–30.
 47. Makaroun, M. S. (2013). The best of times, the worst of times. *Journal of Vascular Surgery*, 58(1), 239–246. <https://doi.org/10.1016/j.jvs.2013.03.003>
 48. Mansour, M. (2024). The impact of organizational culture on employee engagement and performance. *Journal of Business Studies Quarterly*, 13(3), 8–14.
 49. Memon, K. R., Ghani, B. and Khalid, S. (2020). The relationship between corporate social responsibility and employee engagement: A social exchange perspective. *International Journal of Business Science & Applied Management (IJBSAM)*, 15(1), 1–16.
 50. Menguc, B., Auh, S., Fisher, M., & Haddad, A. (2013). To be engaged or not to be engaged: The antecedents and consequences of service employee engagement. *Journal of Business Research*, 66(11), 2163–2170. <https://doi.org/10.1016/j.jbusres.2012.01.007>
 51. Myers, R. H., Montgomery, D. C., & Anderson-Cook, C. M. (2012). *Response surface methodology: Process and product optimization using designed experiments*. John Wiley & Sons.

52. Nagarajan, R., Swamy, R. A., Reio, T. G., Elangovan, R., & Parayitam, S. (2022). The COVID-19 impact on employee performance and satisfaction: A moderated moderated-mediation conditional model of job crafting and employee engagement. *Human Resource Development International*, 25(5), 600–630.
53. Nepal Bankers' Association. (2024). *Commercial banks, branches and number of employees*. www.nepalbankersassociation.com.np
54. Nepal Rastra Bank. (2020). *Bank Supervision Report, Nepal Rastra Bank, Banking Supervision Department, Kathmandu, Nepal*. Nepal Rastra Bank.
55. Nepal Rastra Bank. (2024). *Banking and Financial Institutions . Banking and financial institution regulation department*. Banking and Financial Statistics. www.nrb.org.np
56. Nepal Rastra Bank. (2025). *Integrative directives, Nepal Rastra Bank, Central office, bank and financial institution regulation department*. Circulars Upto January, 2025. www.nrb.org.np
57. Niraula, G. P., Kharel, S., & Mainali, B. P. (2023). Human Resource Management and Employee Engagement in Nepalese Commercial Banks. *Journal of Nepalese Business Studies*, 16(1), 44–58. <https://doi.org/10.3126/jnbs.v16i1.62380>
58. Niraula, G.P., Kharel, S., & Mainali, B. P. (2026). HRD practices and employee engagement: A moderated mediation model with POS as mediator and affective commitment as moderator. *International Journal of Socialology and Social Policy*, 46(1/2), 75–91. <https://doi.org/10.1108/IJSSP-06-2025-0382>
59. Obedgiu, V., Bagire, V. and Mafabi, S. (2017). Examination of organizational commitment and organizational citizenship behaviour among local government civil servants in Uganda. *Journal of Management Development*, 36(10), 13.04-1316.
60. Obino, M. S. & Jerotic, K. M. (2014). Determinants of employee engagement in the banking industry in Kenya. *Journal of Human Resource Management and Labour Studies*, 2(2), 187–200.
61. Pallant, J. (2020). *SPSS Survival Manual: A Step-by-Step Guide to Data Analysis Using IBM SPSS*. Routledge, New York, NY.
62. Piccoli, B., Reisel, W. D., & De Witte, H. (2021). Understanding the relationship between job insecurity and performance: hindrance or challenge effect. *Frontiers in Psychology*, 48, 150–165. <https://doi.org/10.1177/0894845319833189>
63. Pimenta, S., Duarte, A.P., & Simoes, E. (2024). How socially responsible human resource management fosters work engagement: the role of perceived organizational support and affective organizational commitment. *Social Responsibility Journal*, 20(2), 326–343. <https://doi.org/10.1108/SRJ-10-2022-0442>
64. Saks, A. M., & Gruman, J. A. (2018). Socialization resources theory and newcomers' work engagement: A new pathway to newcomer socialization. *Career Development International*, 23(1), 12–32. <https://doi.org/10.1108/CDI-12-2016-0214>
65. Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3), 1–15. <https://doi.org/10.1016/j.hrmr.2021.100835>
66. Saks, A. M. (2024). Antecedents and Consequences of Employee Engagement: A Two-Wave Study of Service Employees. *Journal of Service Management*, 35(2), 123–145. <https://doi.org/10.1108/JOSM-03-2023-0123>
67. Sarti, D. (2014). Job resources as antecedents of engagement at work: evidence from a long-term care setting. *Human Resource Development Quarterly*, 25(2), 213–237. <https://doi.org/10.1002/hrdq.21189>
68. Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92.

69. Shih, C. T., Chen, S. L. and Chao, M. (2022). How autonomy-supportive leaders influence employee service performance: a multilevel study. *The Service Industries Journal*, 42(7/8), 630651. <https://doi.org/10.1080/02642069.2019.1691168>
70. Shrestha, P., Parajuli, D., & Thapa, M. (2024). Employee insights into organizational justice and job performance: the case of insurance companies. *Journal of Comprehensive Business Administration Research*, 00(00), 1–10. <https://doi.org/10.47852/bonviewJCBAR42023984>
71. Shrestha, M. (2019). Practices of human resource management in Tribhuvan University. *International Journal of Social Sciences and Management*, 6(2), 40–46. <https://doi.org/10.3126/ijssm.v6i2.22595>
72. Siddiqui, D. A., & Sahar, N. (2019). The impact of training & development and communication on employee engagement. a study of banking sector. *Business Management and Strategy*, 10(1), 23–40. <https://doi.org/10.5296/bms.v10i1.14592>
73. Sigdel, B. (2023). Impact of human resource management on employee performance: mediating role of employee engagement among some's in Nepal. *The Journal of Pacific Institute of Management Science*, 9(2), 421–434.
74. Tan, C.L., & Nasurdin, A. M. (2011). Human resource management practices and organizational innovation: Assessing the mediating role of knowledge management effectiveness. *Electronic Journal of Knowledge Management*, 9(2), 155–167.
75. Tanwar, K., & Prasad, A. (2024). Influence of training and development interventions on employee retention –An employer brand-based agenda. *Journal of Organizational Development*, 39(2), 221–238. <https://doi.org/10.1108/CDI-04-2023-0117>.
76. Yadav, I. (2025). Stress & success: a study on workplace stressors and performance among female bank employee in Nepal. *International Research Journal of MMC (IRJMMC)*, 6(4), 168–185. <https://doi.org/10.3126/irjmmc.v6i4.85469>
77. Zhou, J. (2003). When the presence of creative coworkers is related to creativity: role of supervisor close monitoring, developmental feedback, and creative personality. *Journal of Applied Psychology*, 88(3), 413–422. <https://doi.org/DOI: 10.1037/0021-9010.88.3.413>