Factors Influencing Employee Retention in the Nepalese Tourism and Hospitality Sector

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ABSTRACT

This study aimed to examine various factors of employee retention in the tourism and hospitality sector in the context of Nepal. The present research was carried out using a positivist perspective as this allows the researcher to develop the hypothesis based on the theory. Using the causal-comparative research design in the study gathered primary data from 404 employees of various demographic levels at the level of gender, age group, length of work experience, sector of work, and position in various positional capacities in various organisations connected to the selected tourism and hospitality sub-sectors using a standardised questionnaire and used. both descriptive and inferential analyses. The key findings of the study revealed a significant contribution of the impacts of age group, length of work experience, and position as the essential elements influencing staff retention in the tourism and hospitality sector. The study concluded that reward and benefits, organisational reputation and job prestige, the opportunity for career development and growth, and organisational process climate and work-life have a significant impact on staff retention.

INTRODUCTION

The tourism and hospitality sector is positioned as the second-largest employer in the world, it has long been seen as one of the key participants in the service economy (Ottenbacher et al., 2009, in Kunwar, 2017). So, the global economy heavily depends on the tourism and hospitality sector (Raju & Parijat, 2019; Barron et al., 2007). The GDP of Nepal is contributed by the agricultural, industrial, and service sectors in proportions by almost 24.5 percent, 13.7 percent, and 61.8 percent respectively. Thus, the Nepalese tourism and hospitality sector is quite pertinent (Ministry of Finance, 2020-2021) for the national economy.

People are an organisation's most precious assets (Akala, 2012; Ramapriya & Sudhamathi, 2020; Aleem & Bowra, 2020), and human capital (Armstrong, 2008) with the knowledge, skills, and talents in organisations. The staff members work hard to make

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the organisation successful. Sometimes, for a variety of reasons, staff lose interest in their current workplace and look for positions in related industries or an entirely different company in order to improve their experience. The cost of immediately replacing the staff is as high as 50-60 percent of that person's yearly income, while the overall cost of turnover is high as 90-200 percent of that amount. These costs to the company include applicant views, new hiring training, the recruiter's compensation, separation processes, work mistakes, missed revenue, lower morale, and additional expenses that arise at workplaces. Undoubtedly, as a result, overall organisational performance, and outputs are impacted by frequent staff turnover (Dylan, 2017).

In the middle of the 1960s, David Zinger created the process model that offered a set of 12 indications that should be used in an organisation's hiring and employee retention processes. These indicators consist of: 1. produce outcomes via effective planning and execution; 2. develop strategies taking into account organisational and employee needs; 3. liven up roles by eliminating the factor of boredom; 4. perform well at work by rewarding hard work that builds employee self-esteem; 5. establish or maintain connections with both the organisation and the employees, 6. respond honestly to employee problems and do justice, 7. live recognition, 8. create fully engaged employees with the conviction that people are their greatest assets, and 9. serve customers by establishing a culture and tradition, 10. grow yourself by upgrading skills in accordance with requirements; 12. find satisfaction with contented and joyful workers. Similarly, the next model is the ERC model which focuses on stimulating work, leadership, and recognition and reward as its three drivers for employee retention. Work needs to be made engaging, encouraging, and difficult. To inspire and keep employees, motivational leaders must develop into role models that embody the organisation's vision, purpose, culture, ethics, values, and direction.To keep its employees engaged, a firm must reward those who contribute to its success and recognition program. And finally, integrated system for retaining staff model can be used in the areas where various interventions were required to be completed for staff retention included analysing organisational climate, designing stimulating work, training motivational leadership, building competency, providing opportunities for career development, and recognising and rewarding performance, and creation of focus groups (Mohanty & Chaudhary, 2018; Kaur, 2017).

The relationship between organisational success and employee autonomy is addressed in Kanter's *structural empowerment theory*. This idea contends that employees may have a significant impact on a business if they are successfully provided with access to knowledge, tools, support, and opportunities to grow (Busara, 2016). Employee empowerment has the obvious advantages for improving motivation and job satisfaction, which leads to stronger commitment and a higher retention rate (Baum, 2006, in Nickson, 2007; Lashley, 2001; Wilkinson, 1998). One of the pillars of the Ritz-Carlton is the empowerment of its workers, who are specified autonomy from the ground up and supported in making decisions on their own when necessary to please visitors. The chain of command is shortened by instilling this type of working culture (The Ritz-Carlton Hotel

Company, 2000). These occurrences thus attest to the need of workforce empowerment in the hospitality sector. Similarly, when a business provides its employees *job autonomy*, they feel responsible and accountable for work results which leads to intrinsic motivation, job satisfaction, improved performance, and, eventually, staff retention (Hackman & Oldham, 1975, in Gagne & Bhane, 2011).

According to *Maslow's Hierarchy of Needs* -- Physiological, safety, love and belonging, esteem, and self-actualisation are among the needs, a person prioritises a need when they feel they have satisfactorily met a lower need in the hierarchy (Bell, 2012; Gagne & Bhane, 2011; Mullins, 2010, in Edirisinghe, 2019; Wangiri, 2015). *Herzberg's two-factor theory* (Herzberg, 1987) claims that hygiene factors only eliminate dissatisfaction. However, motivational variables raise workplace satisfaction. To reduce employee unhappiness and increase staff retention, managers must use positive reinforcement (Edirisinghe, 2019; Tan & Waheed, 2011). *Equity theory* by John Stacy Adams in the 1960s,(Edirisinghe, 2019) claimed that employees would strive to maintain a balance between the inputs they make to a job --skills, education, training, experience, effort, and time— and the outputs they get -- pay, job security, job satisfaction, status, and promotions-- against the perceived inputs and outputs of others (Anuj, 2013, in Khadka, 2013).

In *McGregor's X and Y theory,* theory X employees tend to be half-witted, avoid work, believe in being controlled and directed, avoid taking on responsibility, lack ambition, reject change, and desire job stability. However, idea Y says that employees are imaginative. Staff members have a strong sense of responsibility for their work, are devoted, possess self-control, and are driven to succeed (Saif et al., 2012, in Badubi, 2017). According to *Job embeddedness (JE) theory* (Jerome, 2013)*,* there are up to three main factors that influence worker retention in a company. The workforce realises it is tough to leave the present company because the current workplace is valued family since they have ties to certain persons, groups, or organisations. The crew also detects organisations, groups, and occupations that mesh well with their own. Third, because the company is so fulfilling, employees cannot leave their existing position (Clinton et al., 2012; Allen, 2008). *Victor Vroom's expectancy theory claimed that* empowering employees to make decisions about their conduct at work will boost happiness and reduce stress. If employees could establish personal goals that aligned with the organisation's goals, the staff retention rate would be high. As a result, businesses must match their objectives with those of their employees (Rehman et al., 2019; Badubi, 2017; Eerde & Thierry, 1990).

According to the *Value–Percept theory,* depending on how important the work is to the individual, if staff members experience discrepancies between their expectations and what they have, this may lead to discontent and disengagement from their work (Brar, 2019; Anderson et al., 2001, p.32, in Badubi, 2017). *Porter-Lawler model* claims there is no connection between work performance and job happiness. If the real reward received exceeds the perceived degree of reward, the employee will be satisfied (Edirisinghe,

2019). According to the paradigm, employees make their own logical judgments (Wagner & Hollenburg, 2007, in Badubi, 2017) based on their own objectives, behaviour, preferences, and requirements. In the end, he chooses a different action.

The Labour Act, 2017 was passed by the legislature parliament, which is referred to in clause (1) of Article 296 of the Constitution of Nepal (2015), in order to protect the rights, interests, and benefits of the workforce, foster positive labour relations by outlining the obligations and rights of both employees and employers, and boost productivity by putting an end to all forms of labour exploitation(GON, 2017, in Rijal, 2022). The scholar in the review article has identified and even insisted future research to conduct the research by applying these constructs in real fields of the study. The numbers of identified pertinent staff retention factors in the hospitality industry are functional conduciveness, glamour and lifestyle, job-prestige and social recognition, opportunities for learning and growth, trade association and employment agreements, employment agencies, and employer branding (Rijal, 2022).

Compensation, training and development (Dhar, 2015; Maqsood et al., 2015; Mbwana, 2013), working conditions, and leadership practices, these factors are crucial for employee retention (Aleem & Bowra, 2020). Except for job security, and culture and policies. A fair performance assessment system, an equal wage structure, and a suitable selection procedure, on the other hand, were found to be staff-perceived retention measures in the service business (Motter, 2020). However, the low level of employee motivation, inadequate salary benefits, (Qasim, 2020) and an imbalance between work and personal life are the three primary causes of excessive employee turnover in the hospitality sector in the United Arab Emirates. Chalise (2019) revealed favourable work-life policy (Kumar,2014), and opportunities for career development were considered factors for employee retention.

Better labour laws with regard to welfare and benefits (Swaroopa & Sudhir, 2019), offering a compensation package, ensuring job security, providing leadership and supervision, providing opportunities for career planning and development, allowing flexible work hours, improving working conditions, fostering a culture of staff engagement, promoting work-life balance, and improving labour welfare were all mentioned (Swaroopa & Sudhir, 2019; Marinakou and Giousmpasoglou, 2019; Edirisinghe 2019; Agrawal and Munish, 2017) staff retention strategies. However, the work-life policy factor didn't impact staff retention (Bist, 2015). Employee compensation (Rehman et al., 2019), performance appraisal and opportunities for training and development programs were considered factors for employee retention (Rijal, 2018; Rono & Kiptum, 2017; Hong et al. 2016; Shao 2013) and employer branding (Sthapit and Shrestha, 2018) were found to be effective retention methods.

The traditional factors influencing staff retention in the tourism and hospitality sector includes pay and benefits (Tan & Waheed, 2011), opportunities for training and development (Akala, 2012), flexible scheduling, leadership, career growth opportunities

(Chalise, 2019), the prevalence of work-life balance, the potential for employer branding (Sthapit & Shrestha, 2018), team dynamics (Kumar & Mathimaran, 2017), disciplinary procedure (Akala, 2012), standardised and suitable hiring process (Motter, 2020), job security, and the degree of workplace comfort, two-way communication, styles and quality of leadership (Aleem & Bowra, 2020), job autonomy, motivation, work involvement, organisational support, performance management (Motter, 2020), involvement in decision making, organisational culture, valuable inputs and constructive feedback, availability of succession planning (Marinakou & Giousmpasoglou, 2019), trade association and employer agreements, use of employment agencies in staff recruitment and selection, better labour laws (Swaroopa & Sudhir, 2019) and compensation structures (Rijal, 2018) also affect staff retention in different service sectors. The heritage of scientific research in the tourism and hospitality sector should also concentrate on examining the shared effects of more modern constructs such as state of glamour and lifestyle (Rijal, 2022), personal branding, and chances for cross-cultural learning.

The present researcher was unable to locate instances of a culture of inquiry with a special focus on a survey-based investigation of staff retention factors applying both traditional and modern constructs that are heavily influenced by the tourism and hospitality sector in the present Nepalese scenario. The importance of reviewing broadly applicable conceptual and theoretical perspectives, and prominently conducting actual field surveys on staff retention in tourism and hospitality sector establishments was thus actively grasped by the present researcher.

Globally, the organisations have been dealing with staff retention as a huge concern (Farrell, 2001, in Khadka, 2013). Asaresult, maintaining and raising the (Kumar & Mathimaran, 2017) staff retention (Sum,2010, in Jose, 2015) is crucial for employers. As a labour-intensive business, tourism and hospitality sectors have enough workforce (Raju & Parijat, 2019; International Labour Organization [ILO], n.d., in Partington,2016). The main issue concerning this industry is that management are unable to keep their staff on board. They needed specialised staff retention methods, strategies, and action policies (Scott, 2016) that are heavily impacted by the tourism and hospitality sector in the present Nepalese scenario. Taking into consideration these all providing issues and concepts, the present researcher formulated a single statement of the problem to govern the overall study in a holistic and scientific manner. The statement of problem reads as -- how do the various determinants of staff retention act upon real-life work settings in the context of Nepal?

The main objective of the present work is to explore various factors of staff retention in the tourism and hospitality sector of Nepal. More specifically, it intended to identify the various factors contributing to staff retention in the tourism and hospitality sector and examine the impact of various selected factors on staff retention in the context of Nepalese tourism and hospitality sector.

The research was carried out by exploring empirical solutions to the following research questions (RQ):

RQ1: What are the various factors contributing to staff retention in the Nepalese tourism and hospitality sector?

RQ2: What are the impact of various selected factors on staff retention in the context of Nepalese tourism and hospitality sector?

For the purpose of confirming the statistical significance of the link between the various selected constructs of the study, the present researcher took into account a number of hypotheses in the form of null hypotheses (H0):

➢ There is no significant difference in average mean of total staff retention across gender.
➢ There is no significant difference in average mean of total staff retention across various age-group.
➢ There is no significant difference in average mean of total staff retention across various tourism and hospitality sector.
➢ There is no significant difference in average mean of total staff retention across work experience.
➢ There is no significant difference in average mean of total staff retention across various job positions of the staff.
➢ There is no significant impact of opportunities for growth and development on staff retention.
➢ There is no significant impact of reward and benefits on staff retention.
➢ There is no significant impact of organisational process climate and work-life on staff retention.
➢ There is no significant impact of organisational reputation and job prestige on staff retention.
➢ There is no statistically significant impact of independent variables on staff retention.

The present study has developed a preliminary conceptual framework to carry out a systematic investigation in the areas of interest indicated in this research based on an overall empirical examination. The conceptual framework depicted in Figure1 was created by combining relevant evaluations of relevant theories, policies, authoritative papers, and institutional best practices that centre on employee retention in the tourism and hospitality sector.
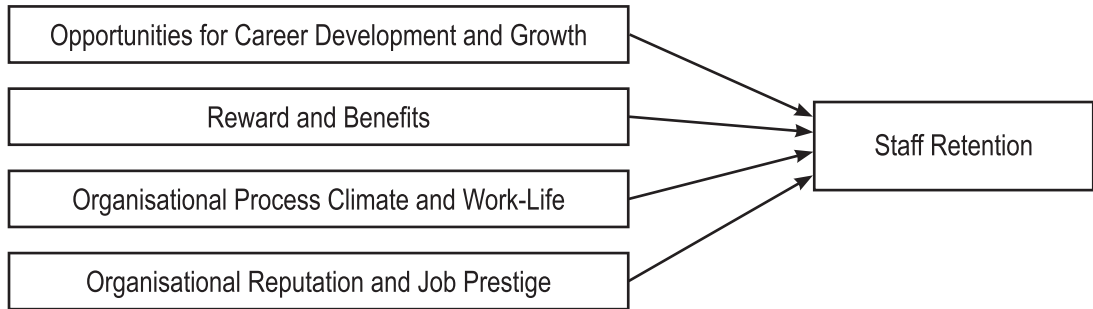
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│  Opportunities for Career Development and Growth   │ ─┐
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│              Reward and Benefits                   │ ─┼──▶│  Staff Retention │
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│  Organisational Process Climate and Work-Life      │ ─┤
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│  Organisational Reputation and Job Prestige        │ ─┘
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Figure 1: *Conceptual Framework of the Study*

The frequency of two-way communication, leadership style and quality, job autonomy, motivation, work engagement, organisational support, performance management, work-life balance, involvement in decision-making, career growth opportunity, training and development, organisational culture, valuable inputs and constructive feedback, trade association and employer agreements, and use of employment agencies in staff recruitment and selection, operate as important valences to staff retention that needs to be considered. When these factors are conceptually addressed, a quite robust improvement emerges that may be felt at the individual level. Examples include receiving rewards and benefits, increasing staff loyalty, boosting staff motivation, and increasing staff satisfaction. This improvement at the individual level may create a feeling of retention (Rijal, 2022). Thus, the present researcher staying confirmed to above designed conceptual framework proceeds with staff retention as dependent construct in the Nepalese tourism and hospitality sector, and various selected factors like opportunity for development and growth, reward and benefits, organisational process climate, and work-life, organisational reputation and job prestige are as an independent construct.

RESEARCH METHODS

The positivist perspective has been used in this study since it enables the development of hypotheses based on the theory as it is, which can then be confirmed and validated to aid in the theory's development (Bryman & Bell, 2015, in Tiwari, 2015). Causal-comparative research design has been used in this study of inquiry (Bryman, 2008) to determine the cause or consequences of the dependent variable (staff retention) with independent variables (opportunity for development and growth, reward and benefits, organisational process climate, and work-life, organisational reputation and job prestige) (Zargham & Hamid, 2016).

The present research has been fully based on primary data collected via structured questionnaires manuscript in dual languages (Nepali and English) -- was crafted in two major sections (Sections A & B). The first section comprised five selected aspects of the

demographic information of the respondent. The second section was designed on five thematic components of the inquiry on staff retention. Each of the first four sections has been further diffused into eight elements of inquiry. Each element comprises a five-point Likert Scaling statement crafted on forward scaling.

The fifth component has been designed with four summative elements designed in the similar fashion using five-point Likert Scaling, which were distributed to the staff working in the selected Nepalese tourism and hospitality sector. Since the present researcher could not figure out the population of the inquiry, the non-probability sampling method was chosen to administer selected sectors of inquiry.

For the convenience of administration of the inquiry with nation-wide coverage of representation of staff working in five selected sectors of inquiry in Nepal, the present researcher used a combination of self-administration, judgmental and snowballing sampling techniques (Naderifar et al., 2017) of the forwarding of google link to the intended respondents (staff perspective) using electronic and social media. The present researcher with the prior knowledge about the initial participants forwarded the structured questionnaire by internet-based contacts. And those initial participants referred to all potential participants in the study. The survey was declared 'closed' on obtaining 404 complete responses. The google form was designed in such a way that all online submissions were chronologically recorded in the Ms. Excel sheet from which the data were extracted to IBM SPSS version 25 for final processing and analyses.

At a confidence level of 95 percent, with a margin of error of 5 percent, the formula that is generally used to find out the sample size is as follows (Cochrane, 1963, in Israel, 1992):

$n = \frac{z^2 \times \hat{p} \times (1-\hat{p})}{ME^2}$ $n = \frac{1.96^2 \times 0.5 \times (1-0.5)}{0.05^2}$ = 384.16 sample size= At 5 percent margin of error, is as follows: 384.16 + 5% of 384.16 = 384+19.2 = 403.36

The proportion of the population in the tourism and hospitality sector is represented as. is the prior judgement of the correct value of p. In the absence of any initial estimate of p, the convention was to assume = 0.5. As a result, the researcher used the technique above to identify a total of approximately 404 respondents for the present study. Since, the present research was limited to five Nepalese tourism and hospitality sector including hotel and restaurant, tourism and aviation, bank and financial institutions, public health and medicine, education and communication sector, enough sample has been drawn from each because the sample size less than thirty violates the one of the assumptions for inferential statistics. Typically, the lower sample size, the higher chance of a Type II error, the condition of not to reject the null hypothesis when it is false (Rijal, 2022). Therefore, in total of 404 sample size from the population in this survey, conclusions drawn from the sample size can be generalised to targeted population.

The individual staff working in varying positional capacities in different organisations related to chosen sub-sectors of tourism and hospitality are the unit of data analyses in this study. The individual demographic levels including gender, age-group, length of work experience, sector of work, and position in an organisation were decided as the bases for data analyses pertaining to chosen constructs of the study that include opportunity for development and growth, reward and benefits, organisational process climate, and work-life, organisational reputation and job prestige.

Out of the respondents, 65 percent were male and other remaining female. The majority of male and female staff were in the age-group of 21-40 years, i.e., 63 percent. However, the age-group of 61 years and above is the lowest among all. 26 percent of staff were working in education and communication that represents the highest, followed by bank and financial institutions, hotel and restaurant, public health and medicine, and tourism and aviation representing almost 24 percent, 22 percent, 20 percent, and 7 percent respectively. Almost 68 percent of staff have work experience up-to 10 years that remain the highest responses among all, where a majority of the respondents were male.

However, the number of the respondents having more than 31 years of experience remains the lowest. The majority of females and males were holding work experience of up-to 10 years. Among the job positions, 26 percent of highest respondents were managers. However, almost 17 percent of the workforce were junior officers that remained the least among all. In terms of gender across organisational positions, the majority of females were occupied as supervisors while majority of males were salaried as managers.

The compulsory steps have been taken to ensure the validity and reliability of the research. For the content validity of data, questionnaires have been developed after referring to the literature reviews as well as the market scenario of Nepal. Consultation with the HRM, and Nepalese tourism and hospitality experts has been a major assistance in developing higher standard questionnaires (Borg & Gall, 1989, in Akala, 2012). The result of reliability to test the internal consistency of the data (Mugenda & Mugenda, 2003, in Akala, 2012) results after frequent trial. A Cronbach's alpha test has been carried amongst all Likert scale questions to test the data reliability that gives a value of 0.94 which is greater than 0.9, it is considered to be excellent. The value of Guttman Split-Half Coefficient as 0.851 confirms the high level of reliability of the instrument. Application of Guttman Split-Half, the level of 'r' for parts 1 and 2 was resulted with 0.911 and 0.904, both of which are highly reliable scores.

The participants in this study were made aware of the confidentiality of their replies and the anonymity of their identities (Akala, 2012). Information was gathered for this study by using an online survey.

DATA ANALYSIS AND DISCUSSION

The respondent perceived their level of retention in tourism and hospitality sector with information disaggregated by gender, age groups, tourism and hospitality sector, experience, and organisational position has been presented in tables 2 below.

Table 1

Result of t-test and ANOVA

Demographic Information		Staff Perceived Level of Retention					
		OPCDG	RB	OPCWL	ORJP	SR	TRS
Gender	Sig.(t-test)	0.078	0.390	0.815	0.770	0.878	0.231
Sector	Sig.(ANOVA)	0.308	0.534	0.991	0.977	0.761	0.932
Age-goup	Sig.(ANOVA)	0.000	0.000	0.000	0.000	0.001	0.000
Experience	Sig.(ANOVA)	0.003	0.004	0.044	0.253	0.061	0.003
Position	Sig.(ANOVA)	0.000	0.005	0.000	0.002	0.000	0.000

Note: OPCDG: Opportunities for Development and Growth, RB: Reward and Benefits, OPCWL: Organizational Process Climate, and Work-Life, ORJP: Organizational Reputation and Job Prestige, TRS: Total Retention Score.

Note. From the author's survey, 2022

Table 1 shows the result of t-test and ANOVA test for the purpose of confirming statistical difference of mean of staff retention across various levels of demographic groups (Al-Achi, 2019). The result of t-test at 95 percent of confidence level and p-value on each component in gender and sector are more than 0.05 level of significance. Therefore, the decision is not to reject the null hypothesis and concluded that the role of gender and tourism and hospitality which could not confirm on determining their retention on various selected constructs of the study. However, in case of age-group and job positions the result of ANOVA test showed that p-value is less than 0.05 level of significance on selected constructs, which could confirm the role of age-group, and job position on determining their total retention. Therefore, the null hypothesis is rejected. At 90 percent of confidence level, p-value of experience is less than 0.01 level of significance on various staff retention constructs, which could confirm the role of length of experience on determining their total retention. Therefore, the null hypothesis is rejected.

The multivariate analyses have been used to test the impacts among independent variables i.e. reward and benefits, organisational reputation and job prestige, opportunity for career development and growth, organisational process climate and work-life on dependent variables i.e. staff retention. In multivariate analyses, adjusted R-square, F test as overall test, and test of regression coefficient were calculated.

Table 2

Multivariate Analyses

Variables	B	t	Sig.
Intercept	0.624	0.483	0.63
Opportunity for Career Development and Growth	0.269	6.241	0.000
Reward and Benefits	0.191	4.426	0.000
Organisational Process Climate and Work-Life	0.218	4.761	0.000
Organisational Reputation and Job Prestige	0.276	6.092	0.000
Adjusted R-Square		0.548	
F-Test		123.128	
Sig.		0.000	

Note. From the author's survey, 2022

The above table 2 showed the result of regression analyses. At 5 percent level of significance and 95 percent level of confidence, since:

a. observed Beta is 0.269, T is 6.241, p-value is equal to 0.000 and is less than significance level ($\alpha = 0.05$). Therefore, the null hypothesis is rejected and concludes that there is a significant linear relationship between opportunity for career development and growth and staff retention. The data finding analysis also shows that an increase in one unit of opportunity for career development and growth leads to 0.269 unit increase in staff retention.

b. observed Beta is 0.191, T is 4.426, p-value is equal to 0.000 and is less than significance level ($\alpha = 0.05$), Therefore, the null hypothesis has been rejected and concluded that there is statistically significant positive impact of reward and benefits on staff retention. The data finding analysed shows that increase in one unit of reward and benefits leads to 0.191 increase in staff retention.

c. observed Beta is 0.218, T is 4.761, p-value is equal to 0.000 and is less than significance level ($\alpha = 0.05$). So, the null hypothesis is rejected and concludes that there is a statistically significant positive impact of organisational process climate and work-life on staff perception on retention. The data finding analysed showed that one unit increase in organisational process climate and work-life leads to 0.218 increase in staff retention.

d. observed Beta is 0.276, T is 6.092, p-value is equal to 0.000 and is less than significance level ($\alpha = 0.05$), so there is significant relationship between organisational reputation and job prestige and staff retention. The data finding analysed also shows that increase in one unit of organisational reputation and job prestige leads to 0.276 increase in staff retention. Therefore, the decision to

reject the null hypothesis concludes that there is a statistically significant impact of organisational reputation and job prestige on perception on staff retention.

Based on the overall information presentation and analyses performed, following key findings have been derived:

a. However, almost 73 percent of the level of agreement on total staff retention was reported by all respondents disaggregated by gender, this value could not be confirmed statistically significant.

b. As the respondents' age groups and years of experience kept on increasing the average rates of their perceived level of retention also increased uniformly, i.e., older and more experienced the respondent, higher was the level of perception on retention.

c. The respondents across different tourism and hospitality sectors have responded with an average of almost 73 percent of their fully functional level of agreement on selected constructs of staff retention. However, the power of inferential analyses confirmed that there was no statistically significant role of specific sectors on determination of staff perception on retention.

d. The study findings also revealed that there was significant difference in overall level of perception on retention across various organisational positions possessed by the respondents. In conclusion, senior managers are perceived as having a greater retention than managers, managers, junior officers, supervisors, and lastly assistants.

e. Based on multivariate analyses performed between various constructs of inquiry, it was confirmed reward and benefits, organisational reputation and job prestige, opportunity for career development and growth, and organisational process climate and work-life have positive significant impact on staff retention.

Moreover, the above table also revealed the value of adjusted R-Square is equal to 0.548. That means, 54.8 percent of changes in staff retention are explained by reward and benefits, organisational reputation and job prestige, opportunity for career development and growth, organisational process climate and work-life. Hence, the model's fit is quite good. However, the rest 45.2 percent variation is explained by some other factors not recognised in the study. The value of F-test is 123.18 and the p-value of the test is less than 0.05 level of significance. Therefore, at 5 percent level of significance, the null hypothesis has been rejected and conclude at least one explanatory (independent) variable has significant linear relationship with response variable (staff retention) and the fitted linear model is valid. Thus, reward and benefits, organisational reputation and job prestige, opportunity for career development and growth, and organisational process climate and work-life (independent variables) have positive linear significant relationship with staff retention (dependent variable).

For establishing comparative discussions between the present study with the past studies, the present researcher selected the works of Aleem and Bowra (2020), Rijal (2018), Sthapit and Shrestha (2018), Kumar and Mathimaran (2017), and Tiwari (2015). In a study of Aleem and Bowra (2020), compensation, training and development, working conditions, and leadership practices are crucial for staff retention. In the case of present study, it was identified that opportunities for development and growth, reward and benefits, organisational process climate, and work-life, organisational reputation and job prestige are all crucial with regard to staff retention. However, in the study of Aleem and Bowra (2020) job security and culture and policies had no influences in staff retention. But these two factors still remains pertinent in present study to determine the staff retention in present study. Rijal (2018) revealed that employee compensation, performance appraisal, and opportunities for training and development programs were considered important for employee retention. With the same spirit, all these constructs have also been used in the present study, and these factors have been proved influential for staff retention. Welfare benefits and reward, career growth, work-life balance, and superior and subordinate relationships were observed as less influencing factors in the study of Rijal (2018). Notably, in the study Rijal (2018) ignored the key constructs such as organisational reputations, job prestige, and organisational process climate, as these constructs remains important determinants of perceived reasons of staff retention in the present study.

In a Nepalese study of Sthapit and Shrestha (2018), the degree of appeal resulted by the remuneration system, career advancement, work-life balance, and employer branding were identified as the reasons to join and continue working in the banking sector. These factors have been observed in present work too. Additionally, in the study of Sthapit and Shrestha (2018) have concluded that different staff levels call for varied levels of retention measures. So is in the case of present research. Particularly, reward and benefits, and organisational process climate were not covered in the study of Sthapit and Shrestha (2018), whereas the present study has established them as important as other factors.

In the study Kumar and Mathimaran (2017), flexible work schedules, job security, team dynamics, the nature of the work, and compensation were identified as the main motivators to boost the retention, as well vital in the present works. Opportunities for development and growth, organisational process climate, and organisational reputation and job prestige were the dimensions that were not included in the study of Kumar and Mathimaran (2017), while the present study has established them as important as other factors. In the study of Tiwari (2015), flexible working hours, financial source for education, access to career advancement opportunities, competitive salary and benefits, and personal interest were observed as the key constructs of the study. The present work also admits these constructs. However, financial support for education, and personal interest in work were excluded in the present study. Additionally, the present study has included organisational process climate and work-life, and organisational reputation and job prestige as important constructs which were unobserved in the study Tiwari (2015).

These comparative discussions reveal that the present study is in tune with the universal trend of inquiry with additional and innovative constructs of staff retention that could be considered significantly important in the Nepalese context.

CONCLUSION AND IMPLICATIONS

Thus, the results of present study concluded that organisational process climate and work-life, opportunity for career development and growth, organisational reputation and job prestige, and reward and benefits were confirmed as the key constructs having significant role on staff retention in the real-life work setting in Nepalese tourism and hospitality sector. In terms of personal demography of the individual respondents, their ageing, length of work experience, and position in the organisation acted as influential factors of staff retention in the chosen context.

On the basis of overall study findings and learning acquired through the present inquiry, this section presents the suggestions made for needful implications at different levels.

The organisations involved in various facets of Nepalese tourism and hospitality sectors should consider the following ramifications while making standardised policies:

- The sub-sectors of Nepalese tourism and hospitality as well as the regulatory system should come up with more conducive policy requirements and operating system standards so that the grounding for each construct of staff retention could be strengthened.
- The prevailing labour policies and rules should be uniformly implemented in action of organisational operations, to leverage the staff intention to retain.

The institutions working in varying sectors of Nepalese tourism and hospitality should consider the following aspects:

a. Design and execute innovative training and development initiatives, staff mentorship and coaching, and health and safety programs that boost career growth as well as retention.
b. Foster clear career paths, challenging goals, and appealing promotion strategies based on performance merit and experience of the staff at each level.
c. Promote effective and transparent two-way communication practices, induce a culture of receiving and responding to feedback from all levels, and motivate each staff to participate in organisational decision-making.
d. Craft a shared vision on effective branding of the organisation and its products and services on offer with an aim to transform memorable experiences among the users and rest of the stakeholders.

One of the major areas advancing in Nepal is the tourism and hospitality sector, which uses a significant number of human workforces. However, there is a significant lead of staff turnover in this sector. Based on this, the present work analysed and presented the factual and primary data that specified the major factors for staff retention. However, while conceptualising the present study, the researcher firmly realised the need for more emphasis on tourism and hospitality related researchers. There is hardly a research culture in this sector in Nepal.

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