A Study on the Determinants of Employee Turnover in the Academic Institutions of Kathmandu Valley

Asmita Khadayat[1] , Dr. Devid Kumar Basyal[2] , Purnima Lawaju[3] , and Udaya Raj Paudel[4]

[1]Quest International College, Gwarko, Lalitpur, Nepal; Email: asmita.20f8@quest.edu.np
[2]Quest International College, Gwarko, Lalitpur, Nepal; Email: devid@quest.edu.np
[3]Quest International College, Gwarko, Lalitpur, Nepal; Email: purnimalawaju11@gmail.com;
[4]Quest International College, Gwarko, Lalitpur, Nepal; Email: udaya@quest.edu.np

Abstract

The purpose of the study is to identify factors influencing employee turnover intention in the academic sector in Kathmandu valley. Explanatory research design is used as the main research paradigm to discover reality. It has used a purposive sampling technique where a total of 404 were interviewed with a structural questionnaire; where data collection is done by using the KOBO Toolbox. The data was evaluated by using both descriptive and inferential statistics. Structural Equation Modeling was used to analyze the relationships between variables using Smart PLS software. The finding reveals that positive supervisor relationships, favorable work conditions, and recognition significantly impact job satisfaction. Job satisfaction, in turn, plays a crucial role in shaping turnover intentions. Identified challenges in salary, recognition, work-life balance, and career growth call for solutions emphasizing employee well-being, recognition, growth opportunities, flexible hours, open communication, and monotony relief.

Keywords: Employee Turnover, Herzberg Two Factor Theory, Job Satisfaction

JEL Classification: J63, J64, J84, M48, O31

Introduction

Employee turnover is a multifaceted phenomenon with profound implications for organizations, affecting productivity, organizational goals, and financial stability (Ju & Li, 2019). The loss of key individuals can be disruptive, emphasizing the crucial nature of understanding and addressing turnover issues. As highlighted by Alkahtani (2015), key employees play a pivotal role in an organization's success. Recent years have witnessed a surge in employee turnover rates across different organizations, necessitating a deeper exploration of the underlying causes and potential solutions (Chiat & Panatik, 2019). Turnover is influenced by a myriad of factors, including organizational elements such as size, payment systems, and work environment, as well as external factors like economic conditions (Adetoun & Victoria, 2021). Job-related factors, family issues, health, and personal goals also contribute to employee perceptions and intentions to quit (Haque et al., 2019). Additionally, demographic factors such as age, tenure, education, income, job type, and gender are identified as significant contributors to turnover (McCarthy et al., 2020).

In the context of academic staff, stress and burnout pose significant concerns, impacting working conditions in the education sector. Nguyen et al. (2022) study delves into these factors and their role in academic staff turnover, examining dimensions like emotion control, personal happiness, and workload as potential triggers. Emphasizing the multifaceted challenges, the study highlights the significance of factors such as emotion control in academic staff's job satisfaction and retention. Personal happiness, considered a subjective yet influential element, is identified as another dimension affecting turnover, along with the intricate interplay of workload in academic settings (Ortan et al., 2021). An acknowledged solution to mitigate these challenges is adopting flexible work schedules (Nouiri et al., 2018). Recognized for affording academic staff autonomy to balance professional responsibilities with personal life demands, flexible schedules promote a healthier work-life balance and address stress and burnout concerns contributing to turnover (Boamah et al., 2022). In the academic domain, employee engagement and turnover intentions are crucial indicators reflecting staff attitudes, extending beyond

immediate consequences and influencing future behavior (Gašić & Berber, 2023).

Despite academic turnover being a global challenge, especially pronounced in developing countries like those in Africa, the issues are not confined to specific regions. Kebede and Fikire (2022) underscore the widespread nature of the problem, emphasizing its direct hindrance to organizational goals and substantial challenges for effective management. Examining the contributing factors reveals a complex interplay of individual stress, morale, and high-pressure work environments. Haileyesus (2019) and Kurniawaty et al. (2019) highlight the influence of mental and emotional well-being on academic staff decisions to stay or leave. Positive relationships with coworkers and supervisors, along with factors like job satisfaction, security, income, benefits, and incentives, also play pivotal roles in shaping turnover intentions (Hom et al., 2017).

Hence, the challenges faced by academic staff in the form of stress and burnout have far-reaching implications for the education sector. The intricate interplay of factors such as emotion control, personal happiness, and workload, coupled with the recognition of flexible work schedules as a potential solution, underscores the complexity of the issue. The crucial indicators of employee engagement and turnover intentions further highlight the need for organizations to proactively address these challenges to foster a conducive and supportive academic environment. Hence, this study aims to identify factors influencing employee turnover intention in the academic sectors of Kathmandu Valley. Addressing the impact of turnover on educational institutes, the research emphasizes understanding the complex relationships influencing employees' decisions to leave, offering insights for organizations to develop strategies for talent retention. Overall, the research has significant implications for improving employee satisfaction, engagement, and productivity in organizations, providing valuable guidance for decision-makers and stakeholders.

Methodological Approach

*Theoretical Framework and Hypothesis Formulation*

Several theories were reviewed in this study. The first theory, Herzberg's Two-Factor Theory, argues that employees at higher occupational levels prioritize intrinsic workplace factors, such as achievement, more than those at lower levels. (Ann & Blum, 2020). Vroom's Expectancy Theory focus on important part of work motivation research when the conditions of value, expectancy, and instrumentality are met, more employees are motivated. Even without financial incentives, salary raises, wage premiums, and employee ownership in profits are important instruments for inspiring employees to perform at a higher level (Harris et al., 2017). Social exchange theory defines social exchange as the exchange of activity between at least two people, whether physical or immaterial, more advantageous or costly. Organizations use this theory to examine interpersonal relationships between employers and employees, employees and their coworkers, and the organization to develop and improve on the social dynamics involved in the exchange of technical skill development that helps to reduce turnover (Harden, Boakye and Ryan, 2018). Human capital theory explains that employees should maximize their assets to the greatest extent possible. Support Theory focuses on company values, and cares about, and appreciates the contributions and internal services of each of its employees (Kryscynski et al., 2021). Among these theories, Herzberg's two-factor theory is the most applicable theory used in this study. The Herzberg theory states that motivators and hygiene elements are the two categories of factors that have an impact on employee motivation and job satisfaction (Thant and Chang, 2021).

The study conducted by Nagpaul et al.(2022) identifies a direct relationship between work hygiene/motivator factors and the intention to quit, with motivating factors serving as mediators through the path of job satisfaction. Likewise, the study conducted by Yang and Lee (2009) highlighted Generation Y (Millennials) desire for career advancement and high-income levels suggesting that constant changes in corporate policies may drive this generation to seek alternative employment. Furthermore, Ahmad, (2018) also found that employees prioritize extrinsic employment aspects over

intrinsic ones when evaluating job satisfaction. Additionally, Jarupathirun and De Gennaro (2018) highlights the significant impact of job satisfaction on low employee retention, emphasizing its association with customer service, growth, revenue, and efficiency. Based on these studies, the conceptual framework and hypothesis development for research this study on employee turnover intention are developed. Job Satisfaction and Intentions to Quit among Security Officers of Herzberg's theory, the Yang and Lee model, the Push and Pull model, the Multi-dimensional model, and the Traditional Hygiene and Motivational model are reviewed. This study is based on Herzberg's Theory Model to examine Job Satisfaction and Intentions to Quit. From the conceptual review, it is clear that variables such as Recognition, rewards, working conditions, and job enrichment are the suitable independent variables, Job satisfaction is the mediating variable, and finally, intention to quit is the dependent variable.

Figure 1

Conceptual Framework
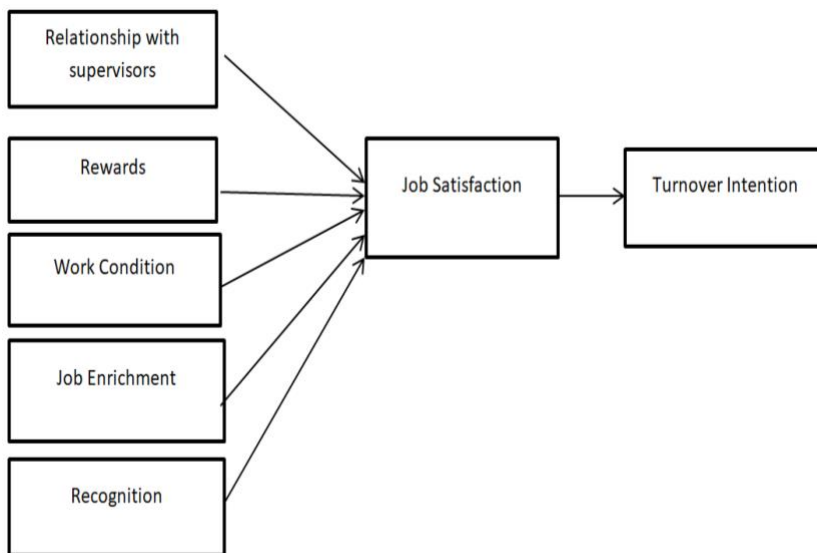
Source: Modified from Nagpaul et al.(2022)

Turnover Intention

The employee who has decided to quit their present employer undertakes a cognitive process called "intention to leave" (Kim and Kim, 2021). Understanding the factors that influence such an option is essential since employee turnover can adversely impact organizations and the job marketplace as a whole (Lazzari, Alvarez and Ruggieri, 2022). Employee turnover is a topic of much discussion and has either direct or indirect effects on company productivity. Therefore, everyone in management, but especially the human resources managers, should consider how important it is for the company to keep staff members happy (Aburumman and Arabiat, 2021).

Workplace environment, incentives, job enrichment, and relationships with supervisors are only a few of the most important factors that influence satisfaction with work. Enhancing these components and encouraging successful work are both achievable with supportive management (Tumi et al., 2022). However, if workers don't receive enough power or recognition, have a poor working environment, don't get compensated fairly, or lack a good connection with senior management, they may not be satisfied in their jobs, which increases the possibility that they're going to consider quitting. As a result, a combination of different factors is required to improve work satisfaction and lower the desire to quit.

Relationship with Supervisors and Job Satisfaction

Relationships with supervisors can be defined as how managers promote and assist employees while expressing concern for their well-being (Salas-Vallina et al., 2021). The positive behaviors of supervisors convey the organization's knowledge and goal (Hidayah Ibrahim, Suan and Karatepe, 2019). Coordination among coworkers is essential for receiving continuous motivation and encouragement for growth and development, which ultimately boosts employee job satisfaction (Ashraf, 2019).

H1: Relationship with supervisors has a significant impact on job satisfaction.

Rewards and Job Satisfaction

Reward is an important part of the overall personal reward that an employee receives from his job in terms of compensation and perks (Koo *et al.*, 2020). Different types of direct and indirect benefits are included in material

rewards. The nature and sufficiency of rewards, encompassing financial compensation, benefits, and non-monetary incentives, profoundly impact employees' overall satisfaction levels (Kitsios & Kamariotou., 2021). Rewards play a crucial role in shaping employees' perceptions of their work environment, acting not only as acknowledgments of their contributions but also as tangible expressions of organizational appreciation. This recognition significantly contributes to the enhancement of overall job satisfaction (Mustafa and Ali, 2019).

H2: There is a significant relationship between rewards and job satisfaction.

Working Conditions and Job Satisfaction

Working conditions play an important part in the various factors that affect job satisfaction (Ketkaew et al., 2020). Employees are more likely to feel happy with their work when they perceive their workplace to be secure, pleasant, and helpful (Butt et al., 2020). Similar to this, employees are more likely to be content in their positions when they feel that they are receiving equal compensation and have a balanced life at work (Navajas-Romero, Díaz-Carrión and Casas-Rosal, 2020).

H3: There is a significant relationship between working conditions and job satisfaction.

Job Enrichment and Job satisfaction

Job enrichment can be defined as offering employment with a high level of direction, meaning, and result from knowledge (Tumi et al., 2022). Job enrichment brings together work functions from a vertical slice of the task group, compared to job growth, which aims to combine work activities from a horizontal slice of the place of work (Buchanan & McCalman, 2018). Employment enrichment helps to make work more engaging, difficult, and capable of giving people happiness. Employee work satisfaction has a major impact on an organization's performance and accomplishments (Ciulla & Ciulla, 2020). Thus, the high-involvement workplace environment that impacts job satisfaction involves career development (Marta et al., 2021).

H4 There is a significant relationship between Job Enrichment and job satisfaction.

Recognition and Job Satisfaction

Recognition can be determined by the extent to which the supervisor and other employees consider the employee as an important part of the organizational workplace (Göktürk, Tülübaş and Bozoğlu, 2021). The research study showed that both positive and negative recognition may result in greater motivation to participate and work satisfaction. Negative recognition can result in complaints and ignorance; however, positive recognition may occur in the form of respect and words of appreciation from managers, peers, and coworkers (Nguyen et al., 2019). Employees' belief in their value can be increased and their motivation to contribute improves when they are recognized for what they do and they feel satisfaction (Ali & Anwar, 2021).

H5: There is a significant relationship between Recognition and Job satisfaction.

Job Satisfaction and Intention to Quit

Job satisfaction can be defined as "an emotional state of pleasure produced by analyzing a person's work to achieve or promote its value (Wang *et al.*, 2020). Job satisfaction is influenced by the work environment, intrinsic elements, and extrinsic elements (Mardanov, 2020). Furthermore, recognition of abilities, opportunities to feel successful, responsibilities provided by superiors, opportunities for advancement, and the nature of the work itself are an intrinsic part of job satisfaction (Ashton, 2018). Working environment, pay as per company rules and regulations, relationships with coworkers, and supervision are examples of extrinsic influences (Asaari et al., 2019). Extrinsic or external elements assisted in lowering work unhappiness, whereas intrinsic or internal factors of a worker's job affected their level of satisfaction if it is fully implemented then it lowers the chance of intention to leave employees (Aho, 2020).

H6: There is a significant relationship between job satisfaction and intention to quit.

Table 1

Variables and Definitions

Construct	Observed Variables	Indicators	Explanation	Citations

Intention to quit	Opportunities	IQ1	Intend to ask outsiders about new opportunities	(Chen *et al.*, 2023) &(Verma and Kesari, 2020)
	Better condition	IQ2	Better chance always influences to quit	
	Intention	IQ3	Discontinue of job	
	Excitement	IQ4	work is not challenging, repetitive and exciting	
	Consideration	IQ5	Find a new job	
Job Satisfaction	Importance	JS1	Work is significant and advantageous	
	level of satisfaction	JS2	Satisfaction comes from work	(Chavadi, Sirothiya and M R, 2022) &(Macey and Schneider, 2008)
	Organization support	JS3	Satisfaction gain where there is organization support is positive	
	Relaxation	JS4	Enjoy vacation and feel satisfy	
	Fulfillment	JS5	Fully satisfied	
Relationship with supervisors	Greater relationship	RWS1	Good relationship with superior relates to perform well	
	Openness	RSW2	sharing viewpoint with superior	(Sanjeev and Surya, 2016) &(Ketkaew, Manglakakeeree and Naruetharadhol, 2020)
	Target achievement	RSW3	Different level of tasks	

	Trustworthy	RSW4	Superiors are capable and trustworthy	
Rewards	Appreciate	RW1	Contribution is properly appreciated	
	Fair	RW2	salary is fair on the basis of duties and responsibilities	
	Demand and performance	RW3	Salary is increases depend on performance.	
	Satisfaction with pay increment	RW4	Each year getting fair wages	(Singh and Bhattacharjee, 2020)
	Sense of pay	RW5	Wage is clear	
Working Condition	Favorable condition	WC1	Favorable working condition	
	Enough work schedule	WC2	Work assignments are sufficient	
	Tolerable	WC3	stress at work is tolerable	
	Flexible	WC4	work schedule is flexible depend on workload	(Aminah *et al.*, 2022) & (Verma and Kesari, 2020)
	Pleasant Environment	WC5	work is quite clear and satisfaction	
Job Enrichment	Gain new opportunities	JE1	Learning new things by doing work each and every day	
	Varieties of task	JE2	Wide range of tasks	(Aboramadan et al., 2020) &(Yang and Lee, 2009)
	Use of skills and abilities	JE3	Skills and abilities identifies	

	Unique skills	JE4	Develop own unique skills to represent	
Recognition	Accomplishment	RG1	Appreciate with accomplish or complete task at right time	
	Respected	RG2	Work is recognized by an organization	
	Recognized Position	RG3	Doing good job identify your value.	
	Appreciation	RG4	work merit based on different things	(Akgunduz, Adan Gök and Alkan, 2020)
	Best workers	RG5	best employees recognize and rewards with best organization benefits	

Research Methods

Study Area, Population, and Sample Size

The study focused on Kathmandu Valley, encompassing three major cities: Bhaktapur, Lalitpur, and Kathmandu. The Kathmandu Valley is an area of 899 square kilometers that is 1,300 meters above sea level. It is situated between latitudes 27032'13" and 27°49'10" north and longitudes 85°11'31" and 85°31'38" east. (Mohanty, 1970). This study was conducted in Kathmandu Valley because Kathmandu is Nepal's capital. It's a hub for the academic sector and has a high population density. The study's population comprises employees within the academic sector, a significant portion of which is based in this region.

The population for the study is well-defined. So, a non-probability sampling technique was used in this study. Under non-probability sampling, Purposive Sampling is employed in this study to quickly and effectively reduce the pool of potential participants. Purposive sampling can be defined as "the

technique of selecting the number of sets of components in such a way that the object dependent make approximately the same estimation or percent as the population based on the individual traits that are currently the subject of data collection" (Berndt,2020). For sample size for this study was calculated to be 403.368 (approx. 404) by using the formula $n_0 = z^2pq/e^2$ and adding an allowable error (e) of 5 %.

Research Instrument, Data Collection, and Analysis

The primary research tool for this study's data collection is a structured questionnaire with an interview component. A structured questionnaire is a document that has a set of standard questions with a predetermined design that establishes the exact meaning and order of the questions to collect information from respondents (Harris & Brown, 2010). To collect data, structured surveys are administered following the creation of the study questionnaire using the KOBO toolbox form. Data was collected from 404 respondents and 15 samples were used for the study's pilot testing, which helped to enhance the questionnaire and get input on its potential for a good fit. From the pilot study, we discovered that some items in the questions were insufficient, prompting us to add more items for clarity and effectiveness. It took one month to collect data and obtained through face-to-face encounters with respondents Data analysis was performed using descriptive analysis and inferential analysis. Structural Equation Model (SEM) is used to analyze data inferentially.

Results

Socio-demographic Characteristics

A questionnaire survey is being conducted among 404 respondents in each of the three districts Kathmandu, Bhaktapur, and Lalitpur. The socio-demographic information generally deals with the personal characteristics of respondents.

Table 2

Socio-demographic Characteristics

Title	Category	Number	Percentage
Age	15-20	10	2.48

|			
	20-30	147	36.39
	30-40	119	29.46
	40-50	91	22.52
	50-60	29	7.18
	60 above	8	1.98
Gender	Male	208	51.49%
	Female	196	48.51%
	Others	-	-
Level Of Education	Secondary level	6	1.49
	Higher secondary level	35	8.66
	Bachelors	161	39.85
	Masters and above	202	50
Marital Status	Married	251	62.13
	Unmarried	151	37.38
	Others	1	0.25
Level of position	Teacher	146	36.14
	Administrative staff	91	22.52
	Accountant	64	15.84
	Librarian	30	7.43
	Researcher	24	5.94
	Other	49	12.13
Working Time Period	1-3 years	122	30.2
	3-5 years	113	27.97
	5-7 years	91	22.52
	7-10 years	36	8.91
	10 years above	42	10.4
Nature of Job	Part Time	64	15.84
	Full Time	242	59.9
	Contract Basis	30	7.43
	Permanent	68	16.83
Sector	Private	319	78.96
	Public	84	20.79
Monthly Income	15000-25000	82	20.3
	25000-50000	140	34.65
	50000-100000	110	27.23
	100000-150000	40	9.9
	150000-200000	16	3.96

	200000 above	16	3.96

Table 2 summarizes the socio-demographic characteristics of the sample population, shedding light on factors related to employee turnover. The majority of respondents were aged 20-30, with the next most common age group being 30-40. The survey included 404 respondents, with males comprising 51.49% and females 48.51%, facilitating an examination of gender-based preferences and their impact on turnover. Regarding marital status, 62.13% were married, 37.38% were unmarried, and 0.25% fell under a different category. Geographically, respondents were distributed across regions, with the highest percentage in Kathmandu (56.93%). Education-wise, 50% held a master's degree, while professional positions varied, with teachers (36.14%) being the most prevalent. The majority had a working period of 1-3 years (30.2%), and monthly income distribution included categories like 25000-50000 (34.65%).

Challenges and Managerial Solutions Related to Employee Turnover

Respondents were asked if they were facing any challenges. According to the survey, 74.5% of the respondents face challenges, while the remaining 25.25% do not face challenges. Those who do not face any challenges express satisfaction with the working environment at their workplace. However, the majority of respondents face problems of insufficient salary (44.8%), lack of recognition (34.41%), work-life imbalance (33.91%), and lack of career growth opportunities (32.67%). Similarly, at a moderate level, respondents face challenges in maintaining interpersonal relationships (29.95%) and coping with the leadership style (28.96%). At a low level, factors such as lack of security (19.06%) and others (0.5%) are considered some of the challenges the employees face.

Figure 2

Challenges in Employee turnover
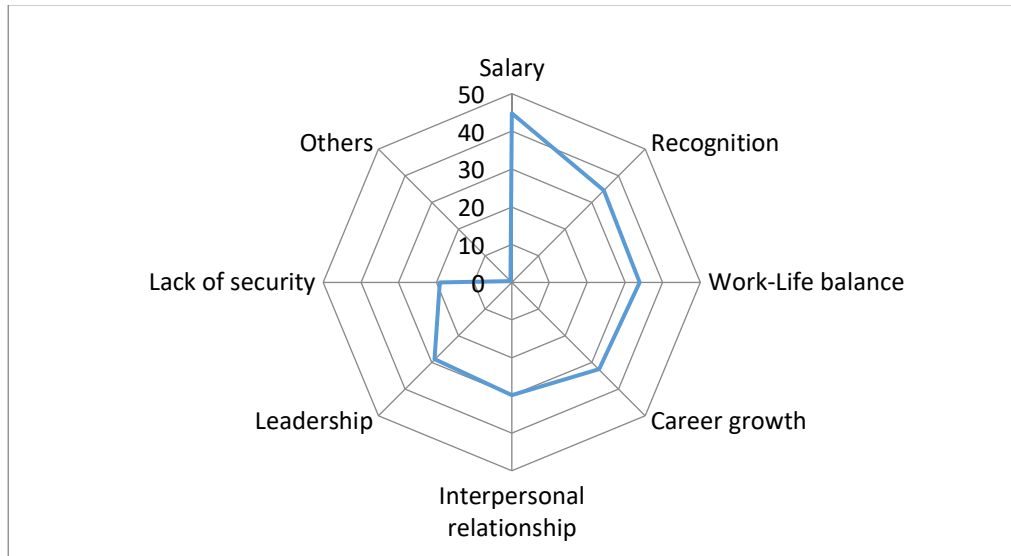
The same respondents were also asked whether the problem could be solved or not and the majority of respondents (74.26%) answered that the challenges could be minimized. The majority of employees agreed that the problem can be solved if there is an opportunity for development and growth (42.82%), prioritization of employees' happiness (38.86%), recognition and reward to employees (37.13%), flexible working hours, open communication (26.93%) and break up of monotony.

Figure 3

Management Solution
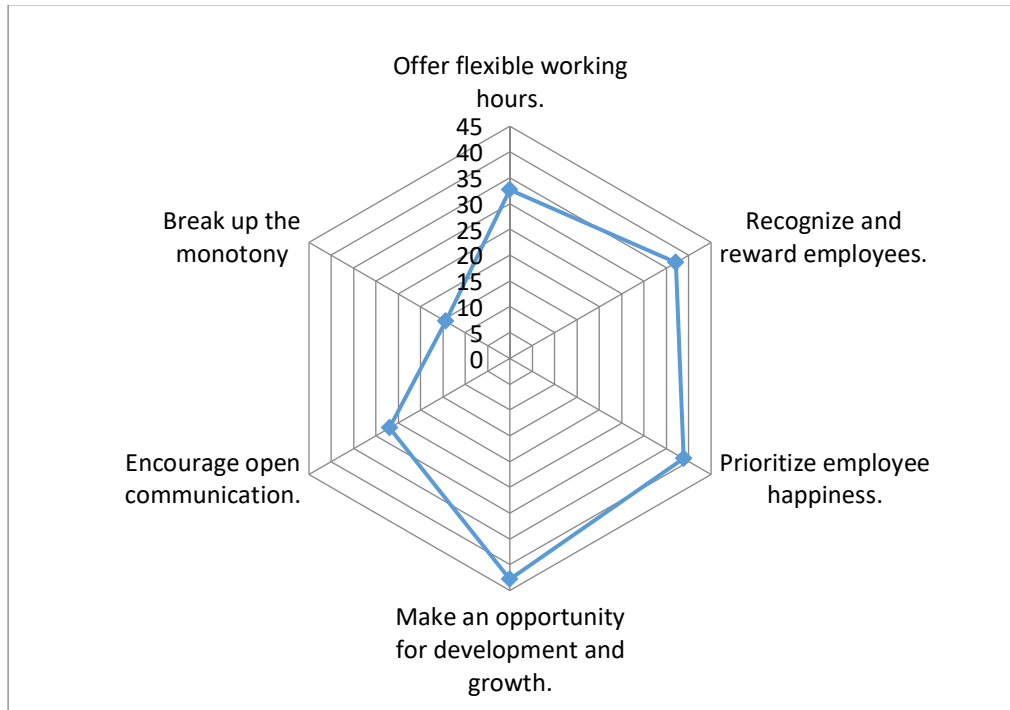
Inferential Analysis

To identify and describe a population for inferential analysis, data from that group are randomly selected. Additionally, inferential analysis supports the interpretation of sample data, facilitating the estimation and computation of potential times.

Common Method Bias

Table 3

Full Collinearity Test

iq	je	js	rg	rsw	rw	wc
1.041	1.176	1.091	1.226	1.307	1.182	1.071

Table 3 highlights the VIFs obtained for all the latent variables in both of our models, calculated using a full collinearity test. The model tainted by

common method bias has a latent variable with VIF less than 3.3 which is displayed in a dummy variable column. The model is regarded as being free of common method bias because all VIFs that gain from a full collinearity test are lower than 3.3

4.2.2 Measurement Model Assessment

The measurement Model includes an assessment of the Quality of the constructs including reliability and validity. The researcher should look at construct reliability and Validity, which includes three main tests: internal consistency reliability, and convergent and discriminant validity to evaluate the measurement model. In the reliability analysis, here we test Cronbach's alpha (CA) and composite reliability (CR). The value for CA and CR is tested higher than 0.7 (Hair et al., 2020) indicating no issue of reliability.

Factor loading and average variance extracted were applied to access the convergent validity. According to (Fornell & Larcker, 1981) the AVE value of 0.5 is acceptable and Factor loading with a value of 0.7 or above is the best, while values higher than 0.50 are still acceptable while dropping items with a loading of less than 0.4. Some indicators in this study achieved AVE valves of less than 0.5 and some constructs had factor loadings of less than 0.7. Based on these circumstances, the items of the corresponding construct with lower factor loading are dropped but in intention to quit and job enrichment, items are not deleted. As shown in Table 4, the value of AVE is greater than 0.50 indicating good convergent validity.

Table 4

Reliability and Validity

Construct	Indicators	Outer Loadings	AVE	CA	CR
	iq1	0.706			
	iq2	0.684			
Intention to quit	iq3	0.779	0.517	0.78	0.842
	iq4	0.742			
	iq5	0.678			
Job enrichment	je1	0.697	0.538	0.714	0.823

	je2	0.729			
	je3	0.734			
	je4	0.773			
	js3	0.822			
Job Satisfaction	js4	0.703	0.619	0.694	0.829
	js5	0.829			
	rg1	0.689			
Recognition	rg2	0.854	0.567	0.62	0.796
	rg5	0.705			
	rsw3	0.539			
Relationship with Supervisors	rsw4	0.84	0.572	0.619	0.795
	rsw5	0.849			
	rw1	0.696			
Reward	rw2	0.752	0.564	0.746	0.838
	rw4	0.732			
	rw5	0.819			
	wc3	0.717			
Working Condition	wc4	0.807	0.567	0.617	0.796
	wc5	0.731			

Discriminant Validity

The model's discriminant validity is demonstrated using cross-loadings, the Fornell and Larcker criterion, and the HIMT ratio. Cross-loading calls for all factor loading signals on the assigned construct to be higher than any other loading on other constructs Rasoolimanesh,(2022)**.** Regarding the HTMT ratio, the HIMT values test discriminant validity less than 0.9, which is generally recognized Rasoolimanesh et al., (2019). Similarly, in the Fornell-Lacker criterion, it is checked whether the squared correlation between the two constructs is greater than any of the two constructs AVE which is satisfied (Henseler, 2018). The requirements of all the tests are met indicating no problem of discriminant validity.

Table 5

Factor Cross- Loading

	iq	je	js	rg	rsw	rw	wc
iq1	**0.706**	-0.056	-0.083	-0.018	-0.031	0.073	0.007
iq2	**0.684**	0.069	-0.047	0.029	0.064	0.011	0.103
iq3	**0.779**	-0.015	-0.081	-0.019	0.005	0.075	0.049
iq4	**0.742**	-0.118	-0.097	-0.005	-0.021	0.11	-0.018
iq5	**0.678**	0.004	-0.04	-0.046	0.028	-0.012	0.058
je1	-0.057	**0.697**	0.411	0.503	0.319	0.304	0.306
je2	-0.038	**0.729**	0.397	0.394	0.317	0.261	0.268
je3	-0.06	**0.734**	0.457	0.353	0.448	0.254	0.429
je4	-0.009	**0.773**	0.493	0.379	0.48	0.324	0.55
js3	-0.142	0.54	**0.822**	0.497	0.489	0.37	0.451
js4	-0.014	0.376	**0.703**	0.327	0.398	0.155	0.397
js5	-0.075	0.488	**0.829**	0.513	0.454	0.459	0.464
rg1	0.013	0.3	0.352	**0.689**	0.23	0.383	0.255
rg2	-0.05	0.51	0.537	**0.854**	0.431	0.382	0.418
rg5	0.023	0.406	0.387	**0.705**	0.34	0.335	0.352
rsw3	0.036	0.281	0.274	0.276	**0.539**	0.221	0.281
rsw4	-0.016	0.404	0.474	0.341	**0.84**	0.3	0.431
rsw5	-0.004	0.511	0.508	0.409	**0.849**	0.349	0.48
rw1	0.032	0.205	0.239	0.372	0.107	**0.696**	0.204
rw2	0.098	0.263	0.304	0.43	0.147	**0.752**	0.272
rw4	0.094	0.337	0.33	0.327	0.403	**0.732**	0.401
rw5	0.05	0.341	0.402	0.342	0.43	**0.819**	0.414
wc3	-0.017	0.349	0.39	0.318	0.387	0.306	**0.717**
wc4	0.044	0.476	0.454	0.332	0.433	0.404	**0.807**
wc5	0.059	0.388	0.41	0.397	0.392	0.289	**0.731**

Table 6

Heterotrait- Monotrait ratio (HTMT) Results

	iq	je	js	rg	rsw	rw
iq						

je	0.099				
js	0.138	0.838			
rg	0.075	0.815	0.844		
rsw	0.093	0.785	0.842	0.713	
rw	0.116	0.521	0.561	0.725	0.526
wc	0.113	0.792	0.847	0.735	0.854	0.628

Table 7

Fornell-Larcker Criteria Results

	iq	je	js	rg	rsw	rw	wc
iq	**0.719**						
je	-0.055	**0.733**					
js	-0.106	0.602	**0.787**				
rg	-0.014	0.551	0.577	**0.753**			
rsw	0.001	0.54	0.571	0.456	**0.757**		
rw	0.092	0.39	0.435	0.482	0.389	**0.751**	
wc	0.04	0.541	0.556	0.463	0.537	0.445	**0.753**

Goodness of Fit: To ensure a good model fit to data, the SRMR value should be less than 0.1 (Henseler & Sarstedt, 2013). The SRMR value in this study is 0.079 indicating a goodness of fit.

Structural Model Assessment

In the end, bootstrapping was carried out in Smart PLS4 to obtain the route coefficient and corresponding t-value for both the direct and mediated connections. This study consists of six hypotheses. According to Hair et al., (2014) the limits of 0.75, 0.50, and 0.25 for the three classes used as a basis for limiting the value of R2, respectively. In this study, the variable "intention to quit" has an R^2 value of 0.011. Similarly, the mediating variable "Job satisfaction" has an R^2 of 0.527 indicating a good model fit. Similarly, the results of the path analysis and the resulting path model are often displayed in a path diagram.
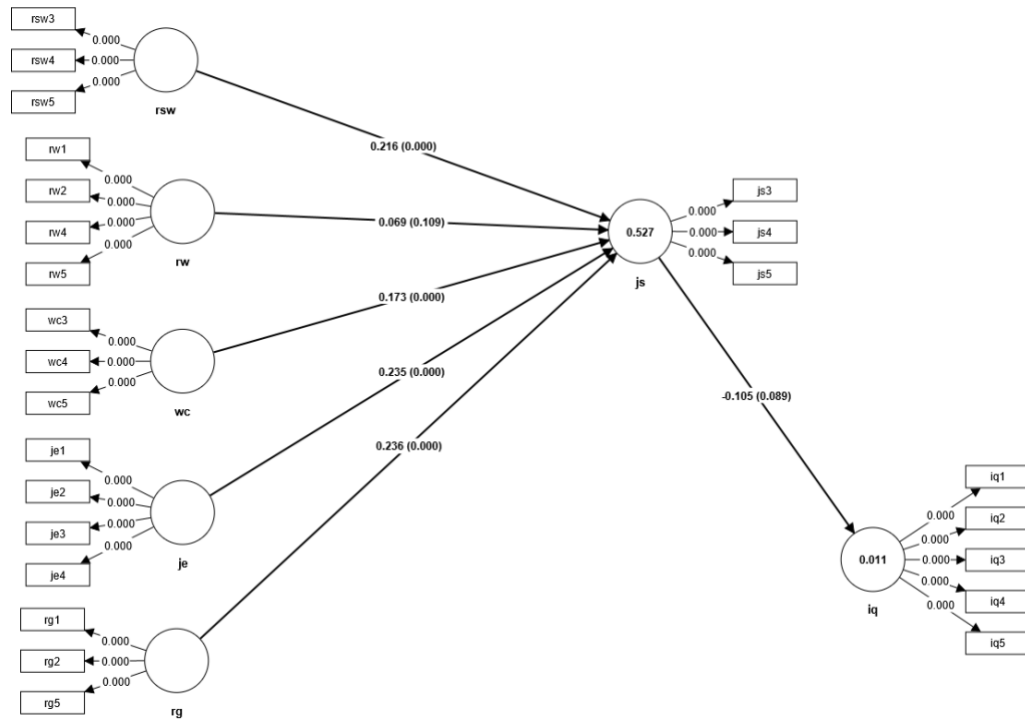
Figure 4

Path Analysis

Table 8

Hypothesis Testing

Hypothesis		β	SD	P values	CL		Decision
					LL	UL	
H1	rsw -> js	0.216	0.049	0	0.125	0.337	Accepted
H2	rw -> js	0.069	0.043	0.109	-0.16	0.192	Rejected
H3	wc -> js	0.173	0.046	0	0.142	0.329	Accepted
H4	je -> js	0.235	0.054	0	0.119	0.311	Accepted
H5	rg -> js	0.236	0.048	0	-0.016	0.151	Accepted
H6	js -> iq	-0.105	0.062	0.089	-0.083	-0.265	Accepted

Result supported at significance level: p<0.1 and in not when beta (B) value lies with confidence interval White et al., (2022). Table 8 illustrates that p- p-values less than 0.1 for hypotheses H1, H3, H4, H5, and H6 which indicates that the relationship with supervisor, working conditions, job enrichment, and recognition has a significant relationship with job satisfaction and job satisfaction has a significant relationship with employee turnover.

Table 9

Mediation Analysis

Hypothesis	β	SD	P-Values	CL		Decision
				LL=2.5%	LL=2.5%	
rg -> js -> iq	0.225	0.216	0.021	0.143	0.243	Supported
rw -> js -> iq	0.407	0.007	0.0318	0.202	0.409	Supported
wc -> js -> iq	0.218	0.112	0.0143	0.133	0.236	Supported
je -> js -> iq	-0.125	0.017	0.0141	-0.146	-0.103	Supported
rsw -> js -> iq	-0.223	0.015	0.013	-0.411	-0.242	Supported

For this study, five hypotheses are formulated. For testing this hypothesis, specific indirect effects were measured where all of the hypotheses were accepted as the beta coefficient lies within the lower limit and upper limit confidence intervals. Hence, there is a mediating effect of job satisfaction between the exogenous latent construction and endogenous latent construct.

Discussion

This study aims to identify factors influencing employee turnover intention in the academic sector of Kathmandu Valley. The research involves analyzing various variables to understand their impact on turnover. In the study, the demographic profile reveals a significant representation in the 20-30 age group, with an equal gender split and a majority being married. The working period of 1-3 years and income distribution align with relevant career stages and income levels in the turnover discourse, as indicated by Salama et al. (2022).

SEM is employed to establish links between constructs, with a focus on measurement and the structural model. Several hypotheses are formulated based on the conceptual framework. Hypotheses 1, 3, 4, 5, and 6 are accepted,

indicating significant relationships between variables, while hypothesis 2 is rejected due to their non-significant p-values. The first hypothesis (H1) establishes a significant relationship between supervisor relationships and job satisfaction. This finding supports the importance of frequent interaction between employees and their supervisors to enhance support, contrasting with the study of Sethumadhavan & Bharathi (2015). The second hypothesis (H2), suggesting a relationship between rewards and job satisfaction, is rejected. Despite a negative beta value, the wide confidence interval and high p-value indicate the lack of statistical significance. This contradicts the belief that extrinsic rewards can significantly improve job satisfaction and decrease turnover probability (Stater & Stater, 2019).

Similarly, the third hypothesis (H3) affirms a positive relationship between working conditions and job satisfaction. A statistically significant positive relationship is indicated by the beta value (0.046), low p-value (0.00), and a condensed confidence interval (0.142 to 0.329), aligning with the findings of Akinwale and George (2020). The fourth hypothesis (H4) suggests a significant relationship between job enrichment and job satisfaction, supporting the notion that employees with enhanced skills feel more responsible for their work (Marta et al., 2021). The fifth hypothesis (H5) is accepted, indicating a positive relationship between recognition and job satisfaction. The study supports the idea that employee satisfaction increases when they receive recognition for their efforts, in line with Duggu et al. (2020). The sixth hypothesis (H6) establishes a significant relationship between job satisfaction and the intention to quit. Mediation analysis further confirms the mediating effect of job satisfaction between latent constructs, highlighting its role in relationships with supervisors, rewards, recognition, and job enrichment. Overall, these results provide valuable insights for addressing turnover intentions in the academic sector in Kathmandu Valley.

Conclusion

In conclusion, the study sheds light on the intricate dynamics influencing employee turnover in the academic sector within Kathmandu Valley. The research reveals the positive correlation between the relationship with supervisors and job satisfaction, underscoring the significance of regular

interaction for fostering support. The positive associations observed between working conditions, job enrichment, and recognition with job satisfaction emphasize the pivotal role of a favorable work environment and professional development opportunities in bolstering employee satisfaction. This study also reveals a significant impact of job satisfaction on intention to quit, emphasizing the pivotal role of job satisfaction as a critical factor in shaping turnover intentions. The research highlights challenges experienced by employees in the academic sector, encompassing concerns related to salary, recognition, work-life balance, and career growth. To tackle these issues, potential solutions involve creating avenues for development and growth, placing a premium on employee well-being, acknowledging and rewarding employees, providing flexible working hours, promoting open communication, and introducing measures to break up monotony.

Funding details

Disclosure statement

I do not have any conflicts of interest to disclose.

References

Aboramadan, M., Dahleez, K. and Hamad, M.H. (2020) 'Servant leadership and academics outcomes in higher education: the role of job satisfaction', *International Journal of Organizational Analysis*, 29(3), pp. 562–584. Available at: https://doi.org/10.1108/IJOA-11-2019-1923.

Aburumman, O.J. and Arabiat, K. (2021) 'Determinants of Employee Turnover Intention', *Modern Perspectives in Economics, Business and Management Vol. 1*, 2016(149), pp. 138–147. Available at: https://doi.org/10.9734/bpi/mpebm/v1/11061d.

Ahmad, A. (2018) 'The relationship among job characteristics organizational commitment and employee turnover intentions: A reciprocation perspective', *Journal of Work-Applied Management*, 10(1), pp. 74–92. Available at: https://doi.org/10.1108/JWAM-09-2017-0027.

Aho, O.W. (2020) 'The link between job satisfaction and the intent to leave among casino employees', *Journal of Human Resources in Hospitality and Tourism*, 19(4), pp. 417–442. Available at: https://doi.org/10.1080/15332845.2020.1763756.

Akgunduz, Y., Adan Gök, Ö. and Alkan, C. (2020) 'The effects of rewards and proactive personality on turnover intentions and meaning of work in hotel businesses', *Tourism and Hospitality Research*, 20(2), pp. 170–183. Available at: https://doi.org/10.1177/1467358419841097.

Akinwale, O.E. and George, O.J. (2020) 'Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria', *Rajagiri Management Journal*, 14(1), pp. 71–92. Available at: https://doi.org/10.1108/ramj-01-2020-0002.

Ali, B.J. and Anwar, G. (2021) 'Employee Turnover Intention and Job Satisfaction', *International Journal of Advanced Engineering, Management and Science*, 7(6), pp. 22–30. Available at: https://doi.org/10.22161/ijaems.76.3.

Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *Ali, BJ, & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management*, 5(2), 21-30. Aminah, H. *et al.* (2022) 'Understanding the Linear and Curvilinear Influences of Job Satisfaction and Tenure on Turnover Intention of Public Sector Employees in Mongolia', *Advances in Decision Sciences*, 26(3), pp. 25–53. Available at: https://doi.org/10.47654/V26Y2022I3P25-53.

Asaari, M. H. A. H., Desa, N. M., & Subramaniam, L. (2019). Influence of salary, promotion, and recognition toward work motivation among government trade agency employees. *International Journal of Business and Management*, *14*(4), 48-59.

Ashraf, M.A. (2019) 'The mediating role of work atmosphere in the relationship between supervisor cooperation , career growth and job satisfaction'. Available at: https://doi.org/10.1108/JWL-12-2017-

0113.

Ashton, A. S. (2018). How human resources management best practice influence employee satisfaction and job retention in the Thai hotel industry. *Journal of Human Resources in Hospitality & Tourism*, *17*(2), 175-199.

Berndt, A.E. (2020) 'Sampling Methods', *Journal of Human Lactation*, 36(2), pp. 224–226. Available at: https://doi.org/10.1177/0890334420906850.

Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a balance between work and play: The effects of work–life interference and burnout on faculty turnover intentions and career satisfaction. *International journal of environmental research and public health*, *19*(2), 809.

Buchanan, D. A., & McCalman, J. (2018). *High performance work systems: The digital experience*. Routledge.Ciulla, J. B., & Ciulla, J. B. (2020). Leadership and the problem of bogus empowerment. *The search for ethics in leadership, business, and beyond*, 177-195.

Butt, R. S., Wen, X., & Hussain, R. Y. (2020). Mediated effect of employee job satisfaction on employees' happiness at work and analysis of motivational factors: Evidence from telecommunication sector. *Asian Business Research Journal*, *5*, 19-27.

Chavadi, C.A., Sirothiya, M. and M R, V. (2022) 'Mediating Role of Job Satisfaction on Turnover Intentions and Job Mismatch Among Millennial Employees in Bengaluru', *Business Perspectives and Research*, 10(1), pp. 79–100. Available at: https://doi.org/10.1177/2278533721994712.

Chen, Q., Li, Y., Wang, R., & Shen, R. (2023) 'How COVID-19 Perceived Risk Causes Turnover Intention Among Chinese Flight Attendants: A Moderated Mediation Model', *Psychology Research and Behavior Management*, 16, pp. 95–108. Available at: https://doi.org/10.2147/PRBM.S398469.

Gautam, D. K., & Gautam, P. K. (2022). Occupational stress for employee turnover intention: mediation effect of service climate and emotion regulation. *Asia-Pacific Journal of Business Administration*, (ahead-of-print).

Gazi, M. A. I., Islam, M. A., Shaturaev, J., & Dhar, B. K. (2022) 'Effects of Job Satisfaction on Job Performance of Sugar Industrial Workers: Empirical Evidence from Bangladesh', *Sustainability (Switzerland)*, 14(21), pp. 1–24. Available at: https://doi.org/10.3390/su142114156.

Göktürk, Ş., Tülübaş, T. and Bozoğlu, O. (2021) 'A motivational perspective on teacher retention in special education: a critical case from Turkey', *Educational Research for Policy and Practice*, 20(1), pp. 63–78. Available at: https://doi.org/10.1007/s10671-020-09267-5.

F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014) 'Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research', *European Business Review*, 26(2), pp. 106–121. Available at: https://doi.org/10.1108/EBR-10-2013-0128.

Hair, J.F., Howard, M.C. and Nitzl, C. (2020) 'Assessing measurement model quality in PLS-SEM using confirmatory composite analysis', *Journal of Business Research*, 109(November 2019), pp. 101–110. Available at: https://doi.org/10.1016/j.jbusres.2019.11.069.

Harden, G., Boakye, K.G. and Ryan, S. (2018) 'Turnover Intention of Technology Professionals: A Social Exchange Theory Perspective', *Journal of Computer Information Systems*, 58(4), pp. 291–300. Available at: https://doi.org/10.1080/08874417.2016.1236356.

Harris, K. J., Hanks, L., Line, N. D., & McGinley, S. (2017) 'Understanding responses to posted restaurant food safety scores: An information processing and regulatory focus perspective', *International Journal of Hospitality Management*, 60(January), pp. 67–76. Available at: https://doi.org/10.1016/j.ijhm.2016.09.002.

Harris, L.R. and Brown, G.T.L. (2010) 'Mixing interview and questionnaire methods : Practical problems in aligning data Mixing interview and questionnaire methods ':, 15.

Henseler, J. (2018) 'Partial least squares path modeling: Quo vadis?', *Quality and Quantity*, 52(1). Available at: https://doi.org/10.1007/s11135-018-0689-6.

Henseler, J. and Sarstedt, M. (2013) 'Goodness-of-fit indices for partial least squares path modeling', *Computational Statistics*, 28(2), pp. 565–580. Available at: https://doi.org/10.1007/s00180-012-0317-1.

Hidayah Ibrahim, S.N., Suan, C.L. and Karatepe, O.M. (2019) 'The effects of supervisor support and self-efficacy on call center employees' work engagement and quitting intentions', *International Journal of Manpower*, 40(4), pp. 688–703. Available at: https://doi.org/10.1108/IJM-12-2017-0320.

I. Dugguh, S. and Dennis, A. (2014) 'Job satisfaction theories: Traceability to employee performance in organizations', *IOSR Journal of Business and Management*, 16(5), pp. 11–18. Available at: https://doi.org/10.9790/487x-16511118.

Jarupathirun, S. and De Gennaro, M. (2018) 'Factors of work satisfaction and their influence on employee turnover in Bangkok, Thailand', *International Journal of Technology*, 9(7), pp. 1460–1468. Available at: https://doi.org/10.14716/ijtech.v9i7.1650.

Kryscynski, D., Coff, R., & Campbell, B. (2021). Charting a path between firm-specific incentives and human capital-based competitive advantage. *Strategic management journal*, *42*(2), 386-412.

Ketkaew, C., Manglakakeeree, O. and Naruetharadhol, P. (2020) 'The interrelationships of work-related factors, person-environment fit, and employee turnover intention', *Cogent Business and Management*, 7(1). Available at: https://doi.org/10.1080/23311975.2020.1823580.

Kim, H. and Kim, E.G. (2021) 'A meta-analysis on predictors of turnover intention of hospital nurses in South Korea (2000–2020)', *Nursing Open*, 8(5), pp. 2406–2418. Available at: https://doi.org/10.1002/nop2.872.

Kitsios, F. and Kamariotou, M. (2021) 'Job satisfaction behind motivation: An

empirical study in public health workers', *Heliyon*, 7(4), p. e06857. Available at: https://doi.org/10.1016/j.heliyon.2021.e06857.

Koo, B., Yu, J., Chua, B. L., Lee, S., & Han, H. (2020) 'Relationships among Emotional and Material Rewards, Job Satisfaction, Burnout, Affective Commitment, Job Performance, and Turnover Intention in the Hotel Industry', *Journal of Quality Assurance in Hospitality and Tourism*, 21(4), pp. 371–401. Available at: https://doi.org/10.1080/1528008X.2019.1663572.

Lazzari, M., Alvarez, J.M. and Ruggieri, S. (2022) 'Predicting and explaining employee turnover intention', *International Journal of Data Science and Analytics*, 14(3), pp. 279–292. Available at: https://doi.org/10.1007/s41060-022-00329-w.

Lee, H. and Ko, G. (2018) 'Relationship between work-life balance and job engagement', *Indian Journal of Public Health Research and Development*, 9(8), pp. 651–656. Available at: https://doi.org/10.5958/0976-5506.2018.00807.0.

Macey, W.H. and Schneider, B. (2008) 'The Meaning of Employee Engagement', *Industrial and Organizational Psychology*, 1(1), pp. 3–30. Available at: https://doi.org/10.1111/j.1754-9434.2007.0002.x.

Mardanov, I. (2020) 'Intrinsic and extrinsic motivation, organizational context, employee contentment, job satisfaction, performance and intention to stay', *Evidence-based HRM*, 9(3), pp. 223–240. Available at: https://doi.org/10.1108/EBHRM-02-2020-0018.

Marta, I. A., Supartha, I., Dewi, I. G. A. M., & Wibawa, I. (2021) 'Job Enrichment, Empowerment, and Organizational Commitment: The Mediating Role of Work Motivation and Job Satisfaction', *Journal of Asian Finance, Economics and Business*, 8(1), pp. 1031–1040. Available at: https://doi.org/10.13106/jafeb.2021.vol8.no1.1031.

Mustafa, G. and Ali, N. (2019) 'Rewards, autonomous motivation and turnover intention: Results from a non-Western cultural context', *Cogent Business and Management*, 6(1), pp. 1–16. Available at: https://doi.org/10.1080/23311975.2019.1676090.

Nagpaul, T., Leong, C. H., Toh, C. S., Amir, A. B., Chin, R., & Tan, S. (2022) 'Exploring Job Satisfaction and Intentions to Quit among Security Officers: The Role of Work Hygiene and Motivator Factors', *Social Sciences*, 11(11). Available at: https://doi.org/10.3390/socsci11110497.

Navajas-Romero, V., Díaz-Carrión, R. and Casas-Rosal, J.C. (2020) 'Comparing working conditions and job satisfaction in hospitality workers across Europe', *International Journal of Hospitality Management*, 90(June), p. 102631. Available at: https://doi.org/10.1016/j.ijhm.2020.102631.

Nguyen, D. T., Teo, S. T., Grover, S. L., & Nguyen, N. P. (2019). Respect, bullying, and public sector work outcomes in Vietnam. *Public Management Review*, *21*(6), 863-889.

Nouiri, M., Bekrar, A., Jemai, A., Niar, S., & Ammari, A. C. (2018). An effective and distributed particle swarm optimization algorithm for flexible job-shop scheduling problem. *Journal of Intelligent Manufacturing*, *29*, 603-615.

Ortan, F., Simut, C., & Simut, R. (2021). Self-efficacy, job satisfaction and teacher well-being in the K-12 educational system. *International journal of environmental research and public health*, *18*(23), 12763.

Rasoolimanesh, S.. (2022) 'Discriminant validity assessment in PLS-SEM: A comprehensive composite-based approach', *Data Analysis Perspectives Journal*, 3(2), pp. 1–8.

Rasoolimanesh, S. M., Taheri, B., Gannon, M., Vafaei-Zadeh, A., & Hanifah, H. (2019) 'Does living in the vicinity of heritage tourism sites influence residents' perceptions and attitudes?', *Journal of Sustainable Tourism*, 27(9), pp. 1295–1317. Available at: https://doi.org/10.1080/09669582.2019.1618863.

Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022) 'Impact of Work Stress and Job Burnout on Turnover Intentions among Hotel Employees', *International Journal of Environmental Research and Public Health*, 19(15). Available at:

https://doi.org/10.3390/ijerph19159724.

Salas-Vallina, A., Alegre, J., & López-Cabrales, Á. (2021). The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal. *Human Resource Management*, *60*(3), 333-347.

Sanjeev, M.A. and Surya, A. V. (2016) 'Two Factor Theory of Motivation and Satisfaction: An Empirical Verification', *Annals of Data Science*, 3(2), pp. 155–173. Available at: https://doi.org/10.1007/s40745-016-0077-9.

Sethumadhavan, R. and Bharathi, K. (2015) 'Impact of Job Satisfaction and Immediate-Superior Support on the Employee Turnover intentions', (November).

Singh, M. and Bhattacharjee, A. (2020) 'A Study to Measure Job Satisfaction Among Academicians Using Herzberg's Theory in the Context of Northeast India', *Global Business Review*, 21(1), pp. 197–218. Available at: https://doi.org/10.1177/0972150918816413.

Stater, K.J. and Stater, M. (2019) 'Is It "Just Work"? The Impact of Work Rewards on Job Satisfaction and Turnover Intent in the Nonprofit, For-Profit, and Public Sectors', *American Review of Public Administration*, 49(4), pp. 495–511. Available at: https://doi.org/10.1177/0275074018815261.

Thant, Z.M. and Chang, Y. (2021) 'Determinants of Public Employee Job Satisfaction in Myanmar: Focus on Herzberg's Two Factor Theory', *Public Organization Review*, 21(1), pp. 157–175. Available at: https://doi.org/10.1007/s11115-020-00481-6.

Tumi, N. S., Hasan, A. N., & Khalid, J. (2022). Impact of compensation, job enrichment and enlargement, and training on employee motivation. *Business Perspectives and Research*, *10*(1), 121-139.

Verma, B.K. and Kesari, B. (2020) 'Does the Morale Impact on Employee Turnover Intention? An Empirical Investigation in the Indian Steel

Industry', *Global Business Review*, 21(6), pp. 1466–1488. Available at: https://doi.org/10.1177/0972150919856957.

Wang, C., Xu, J., Zhang, T. C., & Li, Q. M. (2020) 'Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction', *Journal of Hospitality and Tourism Management*, 45(July), pp. 10–22. Available at: https://doi.org/10.1016/j.jhtm.2020.07.002.

White, N. M., Balasubramaniam, T., Nayak, R., & Barnett, A. G. (2022) 'An observational analysis of the trope "A p-value of < 0.05 was considered statistically significant" and other cut-and-paste statistical methods', *PLoS ONE*, 17(3 March). Available at: https://doi.org/10.1371/journal.pone.0264360.

Yang, S.B. and Lee, K.H. (2009) 'Linking empowerment and job enrichment to turnover intention: The influence of job satisfaction', *International Review of Public Administration*, 14(2), pp. 13–24. Available at: https://doi.org/10.1080/12294659.2009.10805152.