

Employee Satisfaction and Employee Turnover Intension: An assessment

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Abstract

The main aim of the study was to spot the position of employee satisfaction and turnover intension of the workers working within the hospitality industry of Nepal. This study adopted a descriptive and correlational research design. The workers working within the hospitality industry in Nepal are considered as population. As per Cochran's recommendation 384 samples were taken. The instrument domains are considered to the domains considered by Lee et al., (2017). The structured questionnaire was designed for the gathering of information. The questionnaire was administered personally. Collected data were analysed using Mean, Standard Deviation and Multiple Regression Model. The results showed that the workers of the hospitality industry in Nepal are highly satisfied with salary and benefits, work, personal growth, and interpersonal relationship but not highly satisfied with the leader's behaviour and work allocation as per competence. Overall, the satisfaction level of employees is high. Similarly, the satisfaction level of employees significantly and negatively affects the turnover intention of employees. Job competence, personal growth, and salary and benefits affect more to turnover intention but leader behaviour, interpersonal relationship, and assigned work affect less as compared to other factors under study.

Key words: Employee satisfaction, turnover intention, hospitality industry.

Introduction

In this competitive world, organizations have to compete with global companies within the local marketplace for which they need to extend the standard of product and service and reduce the cost. For attaining these objectives employees must be satisfied and that they should be retained for an extended period of time. In recent times, employee retention has become a significant and difficult problem in many organizations (Gangwani, Dubey & Dasgupta, 2016). Because of globalization, the number of organizations that seek skilled, knowledgeable, and talented staff is consistently growing which has created competition within the marketplace and also limited their availability (Michael, Prince & Chacko, 2016). Hence, retaining talent has emerged as a serious challenge for organizations worldwide.

Ramlall (2003) turnover has financial costs and on the other hand it is the loss of skills, knowledge, and business relationships. Furthermore, employees' demands, needs, and expectations are changing. Hence, it's essential for organizations to grasp the factors triggering their desire to go away and to develop appropriate strategies to retain talent. Since turnover intention could be a precursor of actual turnover (Steel & Ovalle, 1984), employers can influence employees' intention to go away as they need not yet quit their jobs. Job satisfaction could be a detrimental factor in determining turnover intention. In turnover research this is definitely a very critical aspect (Kinicki, Schreisheim, McKee-Ryan & Carson, 2002). In fact, most of the studies are fragmented in identifying a good mixture of practices that might improve the commitment, satisfaction, and intention to remain within the organization (Chew & Chan, 2008). Job satisfaction could be a factor that within the future are ready to encourage employees to figure (Mudor & Tooksoon, 2011). This is often the explanation why Mudor and Tooksoon (2011) stress that top attention is to incline to employees' job satisfaction as firms will encounter the cost of recruitment as employees leave the organization and these organizations have to replace them to urge the duty done. Sharma and Gautam (2018) stated that nowadays, the world turnover rate is estimated to be hovering at 10 percent. Though no such data is accessible within the case of Nepal because of the shortage of research, the turnover is assumed to be very high. From dissatisfaction

over salary and remunerations to career/personal growth opportunities, the work environment in offices, and private issues, the explanations for leaving jobs differ from people to people. Over the last 15 years, the abroad attraction for jobs among many Nepalese has amplified the worker turnover making employee retention even tougher. The evidence from researches points to specific determinants and correlations of job satisfaction and turnover. Dissatisfaction with one's job may end in a higher turnover rate, absenteeism, slowness, and grievance. In contrast, improved job satisfaction ends up in increased productivity and decreased turnover. In the Nepal context, Adhikari (2009) found that a happy worker appears to be less absent from his or her job, adding to the corporate advantage and would love to remain within the organization. On the opposite hand, the dissatisfied worker has negative attitudes and prefers to stay absent too often, always remains unhappy with the supervisor, tries to go away the corporate once a chance is accessible, and remains in stress. Thus, it's important for the organizations to spot the duty satisfaction factors giving rise to the turnover intention that culminates in actual turnover of employees so as not only to avoid wasting the prices which are spent on recruitment, selection, and training of newly inducted employees but also to avoid wasting the dear time of management. Every organization is usually concerned about the extent of turnover among its employees. Turnover rate is dear to a corporation in many ways. Turnover includes not only the loss of the worker but also involves other costs like costs involved within the recruitment and selection, training and development, and therefore the experience the worker has gained from the duty. Retaining employees in a very globalized and competitive world is one of the most important and challenging tasks to be performed by the human resources department of a company.

The different studies conducted in several settings found that there are significant correlational statistics between job satisfaction and turnover intention. Rahman, Naqvi, and Ramay (2008) found that job satisfaction had a negative effect on the turnover intentions of IT professionals. Khatri and Fern (2001) concluded that there was a modest relationship between job satisfaction and turnover intentions. Whether workers expect to stay or want further turnover depends more on the level of their work satisfaction. Job satisfaction could be a strong predictor of turnover intention (Brough & Frame, 2004). Singh (2013) carried out the same research on work satisfaction and turnover intention in Nepal's insurance sector. The findings showed the close and negative relationship between job satisfaction and turnover rate in the insurance industry of Nepal. Furthermore, the study indicated that the right attention should be paid towards motivation and job satisfaction to retain employees within the organizations. There are a variety of things affecting the turnover intention of employees and different studies are conducted to spot the relationship between employee satisfaction factors and employees' turnover intention in the Nepalese context. Biswakarma (2015) conducted a study on Organizational Justice and Turnover intention among private bank employees in Nepal. Biswakarma (2016) has conducted another study to seek out the relation between Organizational Career Growth and Employees' Turnover intention in the context of Nepalese Commercial Banks. He found a negative relationship in both cases. Gautam (2018) found that the hospitality industry is more negatively tormented by turnover rate because the workers are the most 'tools' to make and render services from the hospitality organizations to the purchasers. High turnover rate level could be a major problem within the hotel industry (Dipietro & Condly, 2007).

Many research on work satisfaction and employee turnover have already been carried out in an international context. In the case of Nepal, however, very few studies were carried out relating employee satisfaction and turnover intention. Most of the studies performed on turnover were in the banking sector. Therefore, to fill this gap, this study aims to cover employees working in various organizations in the hospitality sector and to identify how job satisfaction affects employees' turnover intention.

Literature review

Turnover Intention

Tett and Meyer (1993) stated that Turnover intention is that the conscious and deliberate wilfulness of an individual to go away the organization. Sager, Griffeth, and Hom (1998) explained turnover intention as a mental decision that has attitudinal (thinking of quitting), decisional (intention to leave), and behavioral (searching for a replacement job) processes proceeding deliberate turnover. Turnover intention is an aware decision to hunt for other alternatives in other institutions (Krueger & Rouse, 1998). Past research studies identified many factors that contribute towards employees' turnover intention, and also proved the connection

between various factors and employees' turnover. Mobley (1977) examined the connection between job satisfaction and turnover. Mohamed et al. (2006) identified the many relationship between organizational commitment and turnover. Zube (2001) tried to seek out the explanation why turnover occurs in organization and stated that turnover is negatively correlated to predictable work conditions in a corporation. In step with (Rehman, Karim, Rafiq, & Mansoor, 2012) organization turnover is caused by job dissatisfaction, lack of trust and lack of intrinsic motivation. Talented workers have more choices than ever before and are likely to go away the work if they're not satisfied with their employer or job content. Employees became more likely to go away from unrewarding jobs. So, motivation is additionally the main determinant of turnover (Sinha & Sinha, 2012). Turnover incurs the cost of hiring new employees like advertisement cost, cost of a temporary employee, and value of selection and also affects the organization's productivity (Rehman et al., 2012). In the 21st century, due to globalization, workforce diversity, and advancement in technology are changed. Now people have more job opportunities. This can be one of the largest challenges for leaders to retain the employees in this age.

Hinkin and Tracey (2000) stated that this issue has long been a priority of the hospitality industry, and so for researchers who examine human-resources concerns in the industries which is caused primarily by poor supervision, a poor work environment, and inadequate compensation. It incurs both direct monetary cost (Hinkin & Tracey, 2000; Pizam & Thornburg, 2000) and indirect cost (lost production, reduced performance levels, and low morale). Racz (2000) states that the direct cost ratio constitutes just about 15–30 per cent of the overall cost of unpaid jobs. The opposite 70–85% is hidden costs of customer dissatisfaction and defection that accompanies unsatisfied employees before they leave. The foremost serious challenge within the hotel and hospitality industry is the high level of turnover rate (Carbery, Garavan, O'Brien, & McDonnell, 2003).

Job Satisfaction

Job satisfaction, Robbins and Judge (2013), is typically described as a positive feeling of employees about their job, resulting from an evaluation of its characteristics. Employees having a high level of job satisfaction tend to possess positive feelings about the work, having a low level holds negative feelings. Graham (1982) described job satisfaction the same as that of Robbins and Judge's definition; because of the measurement of one's total feelings and attitudes towards one's job. Spector (1997) found that job satisfaction is all about how people feel about their jobs and different aspects of their jobs. As per Ellickson and Logsdon (2002) Job satisfaction is the extents to which employees like their work; it's an attitude employees perceive about their job. McNamara (1999) recognized that job satisfaction refers to one's feeling or state-of-mind given the character of the work. Worrell (2004) stated that job satisfaction is that the combination of psychological, physiological, and environmental conditions that appear as a sense of individual and is influenced by various internal and external factors that exist at the workplace.

Greenberg and Baron (1995) have defined job satisfaction as the cognitive, affective and evaluative reactions of a person to the work. As described by Cherrington (1994), research on job satisfaction has identified two aspects to understanding of the concept of job satisfaction and that they are facet satisfaction and overall satisfaction. Meggison, Mosley, and Pietri (1982) discussed that individuals experience job satisfaction once they feel good about their jobs, which this sense often relates to them doing well, or them becoming improved in their professions, or them being recognized permanently performance.

Spencer (1997) stated that job satisfaction is assumed to be associated with a variety of important work-related outcomes. Likewise, several job satisfaction related studies suggest that job satisfaction is significantly associated with job performance (Tait, Padgett, & Baldwin, 1989; Judge, Thoresen, Bono, & Patton, 2001; Morrison, 1997). A meta-analytic analysis by Judge et al. (2001) found a correlation between work and employee satisfaction. Vanderberg and Lance (1992) conducted a look within the information services for five months and therefore the result showed robust relations between job satisfaction and employee loyalty. Job satisfaction is one of the foremost extensively researched concepts in work and organizational behavior. The authors have discussed different outcomes of job satisfaction. Luthans (2011) has examined how job dissatisfaction results in higher turnover. However, he stated, we cannot conclude that job satisfaction results in low turnover. Yet, Luthans argue that job satisfaction plays a very important role in ratio.

Robbins and Judge (2013) have explained how job dissatisfaction results in turnover when there are plentiful employment opportunities and employees perceive it's easy to manoeuvre. Schermerhorn, Hunt, Osborn, and Uhl-Bien (2012) also argue that there's a robust relationship between job satisfaction and physical withdrawal behaviours like absenteeism and turnover. A Judge et al. (2001) meta-analytic analysis found a link between job satisfaction and work efficiency. Satisfied workers are more likely to stay with their present employers, while dissatisfied workers are more likely to quit or a minimum of getting on the lookout for other jobs. Luthans (2011) stated that prime job satisfaction won't necessarily lead to low absenteeism, yet low job satisfaction is more likely to originate absenteeism within the organization. Robbins and Judge (2013) have found the connection between satisfaction and absenteeism, but it's moderate to weak. They suggest controlling some behavior, like with an absence control policy would help to go away the basis cause untouched.

Job Satisfaction and Turnover Intention

Different studies are conducted at different times to investigate the relationship between job satisfaction and turnover intention at different organizations. Most of the studies have found negative relationship between job satisfaction and turnover intention (Rahman et al., 2008; Korunka et al., 2005; Brough & Frame, 2004; Chen et al., 2004). Khatri and Fern (2001) found a moderate relationship between the expectations for work satisfaction and turnover. Tarigan and Ariani (2015) in a study of employees within a manufacturing firm in Indonesia, claimed that employee's job satisfaction has significant negative impact over turnover intention. Batura, Skordis-Worrall, Thapa, Basnyat, and Morrison (2016) conducted a study to examine the relationship between employee job satisfaction and turnover intention in the healthcare industry of Nepal. The results of Batura et al. (2016)'s study supported the results of Tarigan and Ariani. Study conducted by OnyiegoNyakego & Mulongo, (2014) also concludes that the likelihood of turnover is higher due to lack of job satisfaction. Job satisfaction influences turnover intention which represent a reliable indicator of actual voluntary turnover (Alexandrov, Babakus, & Yavas, 2007; Allen, Shore, & Griffeth, 2003). In fact, job satisfaction has been shown to be a strong predictor of turnover intentions (Allen & Griffeth, 2001; Elangovan, 2001) as well as lower levels of absenteeism and lateness (Hulin & Judge, 2003).

Table 1. Synthesis on key literature review of Job Satisfaction and Turnover Intention

Variables of the study	Authors	Methods	Findings
Job Satisfaction and Turnover Intention	Rahman et al., 2008	Personally administered questionnaires	Job satisfaction is associated negatively with the turnover intension.
	Brough & Frame, 2004	Self-reported questionnaire	Intrinsic job satisfaction is a good direct indicator of expected turnover.
	Tarigan and Ariani (2015)	Self-administered questionnaires	Job satisfaction has shown a detrimental and substantial relationship to the intension of turnover.
	Alexandrov et al., 2007	Questionnaire	Job satisfaction has a significant negative effect on turnover intentions.
	OnyiegoNyakego and Mulongo, 2014	Questionnaires, Interview and Observation checklist	Because of lack of job satisfaction, the probability of turnover is higher.

Measuring Job Satisfaction

Robbins and Judge (2013) Two approaches are popular in measuring job satisfaction. One is the Single Global Rating and the other is the Summation Score method. Single Global Rating is nothing quite asking employees with an easy question: "All things considered, how satisfied are you together with your job?" In this question, respondents are asked to place their degree of pleasure and dissatisfaction in the scale of 1-5. Summation score method was considered as an advance technique of collecting data in this situation. Here, key elements

of the work are identified like the character of the work, supervision, present pay, promotion opportunities, and relationships with co-workers. Respondents are required to rate these on an identical scale, and also the ratings are added to form an overall job satisfaction score. As job satisfaction is the most generally investigated and researched job attitude in organizational behaviour and various theories are proposed for exposing the pleasantness or unpleasantness of employees' workplace. These theories explain a distinct dimension of job satisfaction. The literature review indicates four major theories with relevance to the topic of job satisfaction which is explained as under:

Minnesota Satisfaction Questionnaire (MSQ)

Developed by (Weiss, Dawis, England, & Lofquist, 1967), MSQ measures employees' satisfaction under 20 different facets of work environment. Job satisfaction is classed under the titles of labour itself, Interpersonal relationships on the work, Reward and Development. The MSQ comes in two forms: one with 100 questions and another with 20 questions. Both the long and short forms were designed to incorporate the 20 different job facets. Each MSQ item contains statements regarding various aspects of the job; and respondents are required to point their level of satisfaction with each of the items (Spector, 2008). The short form is employed to assess either global satisfaction or intrinsic satisfaction and 'concerns aspects central to the work itself' and extrinsic satisfaction 'concerns aspects of the work situation'.

Porter Need Satisfaction Questionnaire (PNSQ)

Developed by Lyman W. Porter, PNSQ relies on Maslow's hierarchy of needs. The instrument consists of thirteen items designed to incorporate need satisfaction and wish importance in each of 5 areas: security, social, esteem, autonomy, and self-actualization. Since the physiological needs are considered to be satisfied, they weren't taken under consideration when developing the questionnaire, but instead integrated the requirement for autonomy that was considered to be more important. For every one of the thirteen items within the questionnaire, the respondents are asked to answer three questions: The questions are scored on a seven-point scale, with a score of 1 indicating a minimum score and a score of seven indicating a maximum score (Mccartney, 1978).

Faces Scale

Kunin (1955) developed the final Faces Scale because he stated that attitude surveys, which translates 'one man's feelings into another man's words', lead to distortion of meaning. To handle this issue, Kunin conducted research to ascertain scale values for 2 series of faces that varied on a continuum from happy to unhappy. Respondent is required to settle on the foremost appropriate face figure which represents how likely they're satisfied or dissatisfied with the attributes under investigation.

Job Descriptive Index (JDI)

Finally, the Job Descriptive Index (JDI), which is one in every of the foremost common analytic methods, is imposed by (Smith, Kendall, & Hulin, 1969). It contains 72 items, which assess five facets of job satisfaction: work, supervision, pay, co-workers, and promotional opportunities. (Azash & Thirupalu, 2017). JDI measures the degree of job satisfaction; it's easy to utilize with undereducated individuals since it allows the employment of questions with single-word answers i.e. "yes" "no" or "can't decide".

Table 2. Synthesis on key literature review of Measurement of Job Satisfaction

Measurement of Job Satisfaction	Developed By	Facets of Measurement	Method of measurement
Minnesota Satisfaction Questionnaire (MSQ)	Weiss, Devis & England (1967)	Job itself, interpersonal work relations, compensation, growth	5 point Likert Scale
Porter Need Satisfaction Questionnaire (PNSQ)	Lyman W. Porter (1961)	Security, Social, Esteem, Autonomy, and Self-actualization	7 point Likert Scale
Faces Scale	Kunin (1955)	Single Item	Choosing a face

Job Descriptive Index (JDI)	Smith, Kendal & Hulin (1969)	Pay, Promotion and Promotion Opportunities, Co-workers, Supervision, The Work itself	Yes/No/Can't Decide
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Early Career Employees

Different scholars have conducted studies regarding the stages of career development from different perspectives. Ortiz, Muroff, and Vijayasarithi (2020) classified early career as those members younger than 40 years or within the primary 8 years of practice after training. Hall and Mansfield (1975) thought the first stage of career starts at 20 and ends at 34. Lee et al. (2017) classified the time marker for the first stage of career as a length of service of 10 years or less. Based on Lee et al.'s research, this research has classified early-career employees as those employees whose length of service is 10 years or less.

Hospitality Industry

Uddin, Das, and Rahman (2008) because of its contribution towards the GDP of a country, Tourism and Hospitality industry has grabbed the eye of academics, business tycoons, and economic analysts. Teng (2013) the most purpose of organizations under the hospitality industry is to satisfy customer needs related to food, beverages, and accommodations in a full range. Frequent guest–host interactions and organizations to cater the wants of a various group of individuals are included in the hospitality business. The industry consists of varied service fields that include lodging, restaurants, event planning, theme parks, transportation, cruise lines, and others (Ruizalba Bermúdez-González, Rodríguez-Molina, & Blanca, 2014). Samoszuk and Shinn (2018). The multibillion-dollar hospitality industry have three primary areas: Accommodations, Food and beverage, and travel, and tourism. Accommodation includes hotels, motels, bed and breakfasts, and other lodging businesses. The food and beverage area comprises restaurants, nutriment chains, and others. Food and beverage providers can be located in hotels or be standalone facilities. Whereas travel and tourism include airlines, trains, and cruise ships. DDF (2014) Tourism industry is the second largest employer after the agricultural sector in Nepal. Its contribution to the country's GDP, employment, foreign exchange earnings, cross-sectoral synergies, and induced spending has made a significant contribution to Nepal's economy. With the political stability within the country, the tourism industry is predicted to flourish and contribute to economic development. It's expected to own nearly 1.5 million tourists by 2020. Adhikari (2014) within the past few years, hospitality has gained success and growth in Nepal. Due to its natural beauty, topography, multi-culture, and multi-religion, Nepal is taken into account as a preferred tourist destination within the world. With the rise in the number of tourist arrivals, hospitality has become a sector of interest for investors. Even there's an increase in foreign investors. With the rise in the number of tourists, demand for hotel rooms is increasing which increases investors' confidence in their investment. It's one amongst the fastest-growing sectors with ample job opportunities throughout the country.

Related Hospitality Research on Job Satisfaction

Rich (1997) Job satisfaction is related to organizational trust and overall employee performance. Job satisfaction is additionally a big predictor of organizational commitment and retention (Hartman and Yrle, 1996; LaLopa, 1997). Guest satisfaction plays an excellent role in the hospitality industry. Bach & Milman (1996) stated that research are directed toward employee satisfaction because it is one amongst the most reason behind guest satisfaction. Kuo (2007) studied employee attitude linking it with tourist satisfaction. Maintaining an honest relationship with the guests adds value to guest satisfaction. All that matters is that the employee hospitability and their positive behaviour towards guests. (Ivanović & Galičić, 2006). When hospitality employees are satisfied with their job, they're more willing to: • provide service that exceeds customers' expectations (Dienhart and Gregoire, 1993); and • positively influence guests' attitudes toward the hotels image (Spinelli and Canavos, 2000). Savery (1988) has stated that employees who are not satisfied with the task tend to own more occupational stress and abate productive. Thus, in the hospitability industry, highly committed, high performing, and happy employees are valuable resources as they're those treating the final word guests and customers.

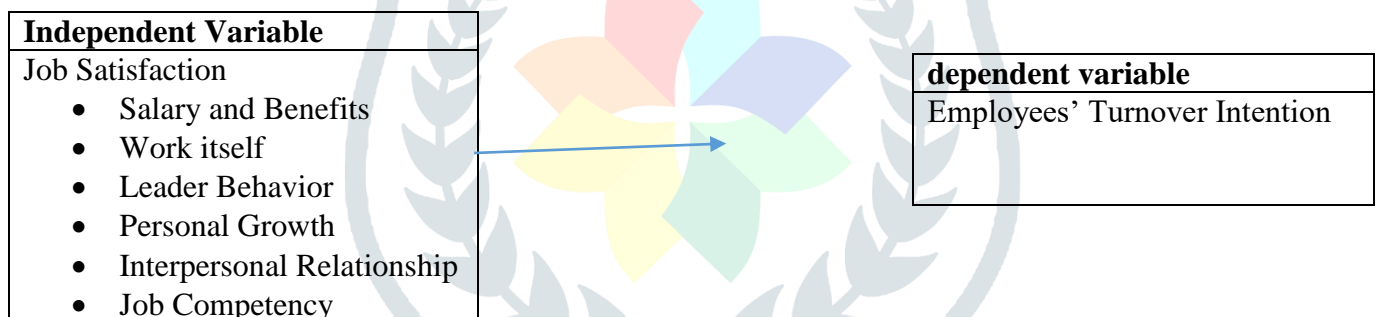
Related Hospitality Research on Turnover Intention

Anderson (2015) stated that hospitality industry is the sector that pulls many people; however, long working hours and inadequate pay are the main problems. For a balanced work and life, people are diverting their area of interest to figure in another industry. Dalton (2007) found that customers come first in the hospitality industry. However, companies seem to forget that it's satisfied employees who can make satisfied customers. Just in case of hotels, it's the service that comes first; architecture or layout of the hotel isn't that important; what's important is that the memorable experience visitors have during their stay which is feasible only through satisfied employees. Genuine service, which satisfies customers, can not be bought with money like that of physical infrastructures. Iverson and Deery (1997) stated that turnover Culture prevail in many organizations due to which there's high turnover. Turnover has been accepted as part of workplace culture. Organizations accept this fact instead of taking steps to resolve the difficulty. Dipietro and Condly (2007) stated that the turnover ratio in the hospitality industry is high everywhere in the globe. Turnover is dear for the organization because it incurs a cost to rent new employees, training costs which incur to switch the staff who leave.

Theoretical Framework

The purpose of this study is to analyse the connection between job satisfaction and turnover intention among the staff working in the hospitality sector. The figure below shows the theoretical framework that has been developed for this study. The variable is job satisfaction which consists of Salary and Benefits, Work itself, Leader Behavior, Personal Growth, Interpersonal Relationship, and Job Competency and dependent variable is employees turnover intention.

Figure 1. Relationship between job satisfaction and employee turnover intention



RESEARCH METHODS

Descriptive and correlational research design are chosen for the study's intent. The research followed the quantitative approach where cross-sectional data were used to analyze the relationship between work satisfaction and the likelihood of employee turnover, meaning the data collected in one point in time. The study has focused on job satisfaction in Nepalese hospitality sector with six factors as independent variable and turnover intentions as dependent variable among early-career employees. Since the population of workers employed in Nepal's hospitality sector is unknown, the researcher used Cochran's method of 1977 to calculate the sample size of an unknown population using the following formula:

$$n = \frac{pqz^2}{\varepsilon^2}$$

Where, n= sample size

p = Population proportion with given characteristic

q = Population proportion without given characteristic

z = Standard normal deviation at the required confidence level

ε = Error margin

For the unknown population it is recommended the value of p and q shall be set at 50%. By considering the confidence level of 95 %, with z value = 1.96 and sampling error $\epsilon = 5\%$.

$$n = \frac{50*50*(1.96)^2}{.05^2} = 384$$

So, the optimal sample size for this study is 384 employees working in the hospitality sector of Nepal. On the idea of a study conducted by Lee et al. (2017), the time mark for the first stage of career as a length of service of 10 years or less is taken. The study is predicated on the survey method using the first source of knowledge. The structured questionnaire is deployed to conduct a survey. The pilot testing is completed to form the questionnaire more reliable and valid and based on the feedback of the pilot survey, questionnaire were revised. The questionnaire has been adapted from the study of Lee et al., (2017). A four-point Likert scale has been used where 1 stands for strongly disagree and 4 stands for strongly agree. Another part of the questionnaire comprises of Turnover Intention scale of employees. Here, the statement regarding the intention to go away is presented and a four-point Likert scale has been used so as to get the information. Those information, first of all, are coded and entered into the SPSS statistics 20. Mean and variance is wont to assess the amount of satisfaction from various factors, level of overall job satisfaction, and level of turnover intention. The Multiple Regression Model is used to classify dominant factor among the six work satisfaction factors that are more closely linked to turnover intent.

Reliability and validity

The questionnaire was adapted from the Lee et al. (2017) report. The validity was checked using pilot survey. The questionnaire were distributed in national language i.e. Nepali language so that respondents could easily understand and express their real feeling. The reliability test was conducted using an alpha value of cornbach.Alpha value for the domains of employee satisfaction was.90,.99,.89,.82,.91 and.95 and employee turnover is.88. Thus, it asserted the instrument's reliability and validity.

Analysis and results

This section has used various techniques of analysis for attaining the purpose of this study.

Level of different employee satisfaction domains and employee turnover intention in Nepalese hospitality industry

The study tried to assess the level of satisfaction and turnover intension of the employees working in the hospitality industry. The mean and standard deviation has been used to assess the level of satisfaction and turnover intension. The following table shows the position:

Table 3. Level of different forms of employee satisfaction and employee turnover intention

Domains of employee satisfaction	Mean	Std. Dev.
Salary and benefits	3.64	0.1385
Work	3.60	0.1517
Leader behavior	2.90	0.4771
Personal growth	3.50	0.3351
Interpersonal relationship	3.30	0.2782
Job competence	2.24	0.3650
Employee turnover intention	3.50	0.2245
Overall mean value of satisfaction	3.197	

This study is conducted based on the 4 point Likert scale and the opinions of early career employees. Mean value showed that early career employees thinks that salary and benefit is highly satisfactory as mean value is 3.64 which is nearer to 4 (strongly agreed). Similarly work they think interesting and they are satisfied with the work provided to them. Their satisfaction level related to personal growth, and interpersonal relation is high but they are not satisfied highly with the leader behavior. They do not agree that they get the job as per

the competence they have. They get the responsibility based on the personal relations with the leaders. Similarly, employee turnover intention is also high in the hospitality industry of Nepal in the early career employees. It may be so because they are young and career bothering and they have plenty of avenues in the market as they are fully equipped with the new technology. So, they think for quitting the job.

Table 5. Impact of employee satisfaction on employee turnover intention

Employee satisfaction	Turnover intention
Salary and benefits	-.110 (.030)
Work	-.030 (.001)
Leader behavior	-.072 (.002)
Personal growth	-.180 (.000)
Interpersonal relations	-.068 (.012)
Job competency	-.361 (.000)
Overall employee satisfaction	-.334 (.000)

a. Dependent variable: Employee turnover intention

Results of table 5 shows that all the variables significantly affect the turnover intention of the employees in the hospitality industry of Nepal. But the effect on the turnover intention is different. The beta coefficient shows that job competence, personal growth and salary and benefits effect more negatively to turnover intention and leader behavior, interpersonal relationship and assigned work itself also negatively affect the turnover intention but the impact degree is low in comparison to other variables.

Discussion and Conclusion

The study's main aim was to assess the prominent factors of turnover intention and impact of employee satisfaction on turnover intension of the workers. It is found that the mean value of satisfaction in overall is 3.197. It's clearly in Agree band. Thus, the worker satisfaction level within the hospitality industry of Nepal better. It means employees are satisfied with the salary and benefit, work, leader behaviour, personal growth, interpersonal relations and job competency. It is also found that the most important factors of employee satisfaction for turnover intention are job competence and personal growth. Moderate level factors are salary and benefits, leader behaviour, and interpersonal relationship and lesser important but positive factors are the work itself. Different scholars who studied within the different sector and areas found that the six domains employed in this study for measuring employee satisfaction are the prominent factor of employees satisfaction (Sangaran & Kumar, 2015; DuPlessis, Douangphichit & Dold, 2016; Robins et al., 2003; Locke, 1995; Akdol & Arikboga, 2015, Ayca, 2019; Rehman, 2020, Ashraf, 2012; Omunakwe et al., 2018, Basar, 2011; Boyatzis, 2008; Supiyanto, 2015 and Dhermawan et al., 2012). The findings are according to the previous study findings because the employees across the globe have similar nature and their expectations are similar to good benefit perks and personal growth and promotion. Thus, the findings of the study are similar.

The impact of employee satisfaction on turnover intention in overall within the hospitality industry of Nepal is critical and negative. It means Hospitality industry of Nepal can reduce turnover intention increasing satisfaction level of employees. Individually job competence, personal growth and salary and benefits have more impact on the turnover intention of the workers. Their explaining power to turnover intention is 13.03, 3.24 and 1.21 percent and every one other variables have very negligible impact on the turnover intention of the workers. Most of the studies have found negative relationship between job satisfaction and turnover intention (Rahman et al., 2008; Korunka et al., 2005; Brough & Frame, 2004; Chen et al., 2004). Khatri and Fern (2001) found a modest relationship between job satisfaction and turnover intentions. Tarigan and Ariani (2015) in a study of employees within a manufacturing firm in Indonesia, claimed that employee's job satisfaction has significant negative impact over turnover intention. Batura, Skordis-Worrall, Thapa, Basnyat, and Morrison (2016) conducted a study to look at the link between employee job satisfaction and turnover intention within the healthcare industry of Nepal. The results of Batura et al. (2016)'s study supported the results of Tarigan and Ariani. Study conducted by OnyiegoNyakego & Mulongo (2014) also concludes that the likelihood of turnover is higher due to lack of job satisfaction. The study finding is comparable with of these findings because the worker satisfaction releases the strain of the workers and they will take positively to the organization and also the managers in order that they don't consider leaving the task. This finding has proved to the theory of commitment too. Theory suggests that satisfied employees take positively to the organization and living the job is injustice to the organization so they do not think on quitting the job.

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