

“Compensation management and continuance commitment of employees in Nepalese commercial banks: The mediating role of career development opportunities”

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ARTICLE INFO	Dhruba Prasad Subedi and Dilli Ram Bhandari (2024). Compensation management and continuance commitment of employees in Nepalese commercial banks: The mediating role of career development opportunities. <i>Problems and Perspectives in Management</i> , 22(3), 413-426. doi: 10.21511/ppm.22(3).2024.32
DOI	http://dx.doi.org/10.21511/ppm.22(3).2024.32
RELEASED ON	Wednesday, 04 September 2024
RECEIVED ON	Saturday, 08 June 2024
ACCEPTED ON	Friday, 23 August 2024
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Problems and Perspectives in Management"
ISSN PRINT	1727-7051
ISSN ONLINE	1810-5467
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

60



NUMBER OF FIGURES

1



NUMBER OF TABLES

7

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BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 8th of June, 2024

Accepted on: 23rd of August, 2024

Published on: 4th of September, 2024

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COMPENSATION MANAGEMENT AND CONTINUANCE COMMITMENT OF EMPLOYEES IN NEPALESE COMMERCIAL BANKS: THE MEDIATING ROLE OF CAREER DEVELOPMENT OPPORTUNITIES

Abstract

Understanding the relationship among compensation management, career development opportunities, and employee continuance commitment is crucial for fostering a productive and engaged workforce. Organizations that excel in compensation management are more likely to invest in their employees' career opportunities. This study aims to examine the influence of career development opportunities on the relationship between compensation management and continuance commitment among the employees of Nepalese commercial banks. To achieve this objective, data were collected from 404 respondents using a structured questionnaire administered through a convenience sampling technique. The respondents included employees at the manager, officer, and assistant levels working in different commercial banks. The collected data were analyzed using Process Macro 4 at a 95% confidence interval with 5,000 bootstrapping samples. The results indicate that career development opportunities have a partial mediating effect on the relationship between compensation management and employees' continuance commitment. This study demonstrates that organizations that are proficient in compensation management practices not only prioritize investing in their employees' career growth but also enhance employees' commitment to achieving organizational goals. This study further highlights the role of career development opportunities in strengthening the relationship between compensation management and employees' psychological bonds to stay with the organization.

Keywords

compensation management, career development opportunities, employees' continuance commitment, Nepalese commercial banks, Process Macro 4, mediation

JEL Classification

J30, J28, J24

INTRODUCTION

Employee commitment is critical for the success and longevity of any organization. It plays a crucial role in motivating and retaining employees for organizational stability, productivity, and competitiveness. Meyer and Allen (1991) defined the continuance commitment as the degree to which an employee feels compelled to remain with an organization due to the perceived costs associated with leaving, such as the potential loss of income, benefits, or seniority. Employees with strong continuance commitment tend to stay with their organization, even when facing difficulties or alternative job prospects (Klein et al., 2009).

Compensation and benefits encompass a wide array of both financial and non-financial rewards that organizations offer their employees in recognition of their skills, dedication, and commitment. According to Ghani et al. (2022), effective compensation management involves designing and implementing reward systems that attract, motivate, and



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Conflict of interest statement:

Author(s) reported no conflict of interest

retain employees. A competitive compensation package not only helps retain talent and reduce turnover rates but also serves as a significant incentive for skilled employees to stay with the company. Additionally, it motivates employees to consistently meet the employer's expectations (Matande et al., 2022).

Career development programs that offer employees opportunities for growth, advancement, and skill enhancement have been proven to substantially increase job commitment (Yarbrough et al., 2017). When organizations invest in their employees' professional development, employees feel valued, which in turn fosters a sense of fulfillment, motivation, and a desire to remain with the organization (Kaya & Ceylan, 2014). Moreover, employees are likely to be inclined to remain with the organization because of the perceived costs associated with leaving, such as financial, social, or professional losses, if they perceive that the organization offers growth and development opportunities.

Nepalese commercial banks play a crucial role in the economy by mobilizing savings and channeling them into productive investments, thus fostering economic growth. They facilitate financial intermediation, providing essential financial services that support business expansion, infrastructure development, and overall economic stability in Nepal. Compensation and career planning in Nepalese commercial banks are crucial for enhancing employee satisfaction and retention, which directly impact organizational performance. The Nepali banking sector offers many opportunities for young graduates (Adhikari, 2022). However, significant employee turnover has occurred over the years (Chaudhary, 2022). This evidence highlights the importance of compensation management practices and career development opportunities in shaping employee commitment in Nepalese organizations. This helps banks remain competitive in the labor market by identifying effective strategies for attracting and retaining skilled talent.

1. LITERATURE REVIEW AND HYPOTHESES

Compensation management is a fundamental practice in human resource management and a critical area of focus within the field of management. Its goal is to ensure that employees are fairly and equitably rewarded, acknowledging their value and contributions to the organization (Armstrong, 2017). This involves formulating, implementing, and managing policies and strategies designed to attract, retain, and motivate qualified employees, thereby increasing their commitment to achieving organizational goals. By offering competitive compensation packages, organizations can bolster employee commitment and attract top talent in the job market (Gerhart, 2023). In today's competitive landscape, employees are increasingly inclined to switch organizations for better compensation offers. Hence, it is imperative for organizations to craft compensation systems that not only allure but also retain skilled and seasoned professionals. It must be designed to motivate existing employees to maximize their contributions toward organizational goals (Armstrong, 2017).

Employee commitment extends beyond job satisfaction to include a profound emotional and psychological bond between employees and their workplace. In today's fast-paced and competitive business landscape, organizations understand the importance of fostering a dedicated workforce (Algarni & Alemeri, 2023). Employee commitment goes beyond the basic employment contract, reflecting a genuine investment in the success and well-being of the organization (Risal, 2018). Continuance of employee commitment refers to the degree to which employees feel dedicated to their organizations and develop a psychological attachment to their employers over time (Clarke, 2010). This attachment typically arises from long-term investments made in the organization (Vandenberghe & Panaccio, 2013). When new job opportunities arise, individuals engage in a cost-benefit analysis, weighing the opportunity costs of leaving against staying (Wang et al., 2010). Employees demonstrate organizational commitment when they perceive their organization's commitment to their personal growth and the attainment of its goals, which leads to positive outcomes (Ridwan et al., 2020).

Career development is a proactive and life-long process of finding and advancing the career path of employees. It includes exploring professional development opportunities and gaining new work experience. Career development addresses the progression of an individual's career, encompassing prospects, experiences, duties, and responsibilities shaped by both personal efforts and environmental factors (Arthur, 2008; Biswakarma, 2016). Organizations should offer a reasonable environment and infrastructure for fostering employee career progression. Promoting equity and implementing job rotation are crucial factors in assessing career growth (Chang et al., 2009; Davidescu et al., 2020). Employees tend to feel a stronger connection to their organization when an environment conducive to their career progression is fostered. Furthermore, when employees have a clear understanding of their future within the organization, they perceive their employers as being dedicated to their career advancement, which in turn positively influences their commitment to the organization (Gong et al., 2009; Kohlmeyer et al., 2017).

Effective compensation management is likely to increase employees' continuance commitment. Gerhart (2023) emphasized that increased pay significantly lowers employee turnover rates. Expectancy theory (Vroom, 1964) and equity theory (Adams, 1963) posit that favorable work-related behaviors and attitudes, such as employee commitment, hinge on the belief that employers acknowledge their contributions and prioritize their well-being. Consequently, employees evaluate and react to their compensation within a social framework where perceptions of fairness and equity play pivotal roles. Therefore, fostering employee commitment requires offering compensation at levels and in forms that attract, motivate, and retain a workforce with the desired attitudes toward work. Since compensation costs are often the single largest operating expense, they must be carefully managed (Noe et al., 2023). According to Taing et al. (2011), compensation and employee commitment mostly have positive correlations measuring continuance commitment.

Organizations with an effective system of compensation practices are likely to invest considerably in employee training and development and offer a wide range of career development opportunities.

Opportunities for personal and professional growth significantly increase motivation, encouraging employees to continuously learn and develop (Sitopu et al., 2021). Successful career development enhances employee skills and competencies, thereby improving work performance. These improvements can enhance employee satisfaction and self-confidence, ultimately increasing motivation to take on more challenging tasks (Margie et al., 2017). Companies with effective compensation strategies, including benefits and professional development, are more likely to invest in continuous learning and development programs for their employees (Towers Watson, 2012).

Career development opportunities play a pivotal role in bridging the connection between compensation and continuance commitment (Bhatti et al., 2018). It contributes to stronger organizational commitment, particularly continuance commitment, by providing clear pathways for advancement and fair compensation, which in turn encourages employees to stay with the organization (Al Balushi et al., 2022). When employees perceive that their compensation is linked to prospects for career advancement and skill enhancement, they tend to demonstrate stronger continuance commitment to their organization. This inclination may stem from the perception that their organizations prioritize their long-term growth and actively invest in their professional advancement. Career development plays a crucial role in bridging the gap between organizational requirements and employee career aspirations (Foday, 2014). Employee commitment can be promoted through career development, which is one of the key human resource techniques (Al-sharafi, 2018). Thus, the influence of employee commitment through the successful implementation of career development initiatives in any organization cannot be overestimated. Dysvik and Kuvaas (2023) demonstrated the significant impact of career development on work performance and employee commitment to improve the quality of work, punctuality, initiative, and overall capability. Moreover, it is evident that career development is closely linked to both firm performance and employee commitment. Studies have shown that formalized HR practices, such as training, internal promotion, and employment security, can foster strong continuance commitment among employees (Tansky & Cohen, 2001). This is because such practices demonstrate

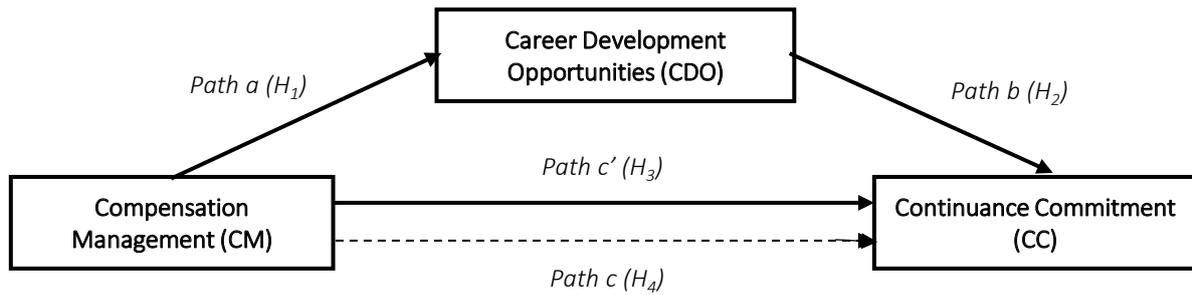


Figure 1. Conceptual framework

the organization’s investment in employees’ long-term growth and development, thereby increasing the perceived cost of leaving.

Career development mediates the relationship between compensation and employee commitment. When employees feel adequately compensated, their job commitment increases, which strengthens their emotional bonds with the organization (Williams et al., 2008) and creates new job opportunities by enhancing relationships and promoting continuous learning and development. Moreover, offering growth, advancement, and skill enhancement opportunities further enhances job commitment (Yarbrough et al., 2017). Employees are more likely to feel connected to their organization if it supports their career goals. When employees have a clear outlook on their future, they perceive their employers as committed to their career progression, thereby positively influencing organizational commitment (Gong et al., 2009; Kohlmeyer et al., 2017).

Compensation management, career development opportunities, and continuance commitment are highly correlated with each other. Committed employees are more likely to contribute to organizational goals, and they are likely to do so when they perceive the compensation to be fair and equitable and when ample career development opportunities exist within their organizations.

Considering these facts, this study aims to examine the mediating effect of career development opportunities in the relationship between compensation management and continuance commitment of employees in Nepalese commercial banks. Based on the theoretical and empirical relationships, a conceptual framework is proposed, as illustrated in Figure 1, with the subsequent hypotheses:

H₁: Compensation management significantly influences employees’ career development opportunities.

H₂: Career development opportunities significantly influence employees’ continuance commitment.

H₃: Compensation management significantly influences employees’ continuance commitment.

H₄: Career development opportunities mediate the relationship between compensation management and continuance commitment.

2. METHODS

This study employed a descriptive and causal research design to achieve the stated objectives. The population of this study comprises all the employees working in different positions at Nepalese commercial banks within Kathmandu Valley (Appendix B). The sample size was 404 respondents. The structured questionnaire (Appendix A) was distributed through personal visits, emails, and social media applications. A convenience sampling technique was used in this study. Altogether, 469 questionnaires were distributed to employees from 34 branches inside the Kathmandu Valley of nine commercial banks. Of these, 423 were returned (the response rate was 90%). Finally, 404 responses were used for data analysis, as 19 were removed because of multiple non-responses. To measure the research variables, a 5-point Likert scale ranging from 1 to 5, corresponding to strongly disagree to strongly agree, was used.

The data were analyzed using process macro 4 (Hayes, 2022). To establish the internal reliability of the model, Cronbach's alpha (Cronbach, 1951) test was conducted. This test helps determine whether the items within each dimension are internally consistent. The Cronbach's alpha values for each variable exceeded 0.7, indicating the reliability of the data for further analysis and tests (Taber, 2018). Table 1 shows the Cronbach's alpha scores for all the variables.

Table 1. Reliability analysis

Variables	Cronbach's Alpha	No. of items	Remarks
Compensation management	0.956	10	Reliable
Career development opportunity	0.921	5	Reliable
Continuance commitment	0.945	10	Reliable

All three variables satisfy the reliability threshold ranging from 0.921 to 0.956. It describes the extent to which all the items in a test measure the same concept (Tavako & Dennick, 2011).

Table 2 presents the respondents' profiles. Among the total respondents, 61.88% were male, and 38.12% were female. Among them, 56.44% were married, and 43.56% were unmarried. The majority of the respondents (60.64%) were between the ages of 21 and 30 years, 21% were between the ages of 31 and 40 years, 13.12% were under the age of 20 years, and 6.19% were above 40 years. The majority (68.09%) of the respondents have passed a bachelor's degree, 24.01% have passed the school level, and 7.92% have passed above a bachelor's degree. The majority of the respondents (69.31%) have up to five years of working experience, 23.02% have 5-10 years of experience, and only 7.67% have more than 10 years of working experience. With respect to job positions, 32.67% of the total respondents were manager-level employees, 43.32% were officer-level employees, and 24.01% were assistant-level employees. Similarly, 16.58% of the respondents earn less than 25,000, 22.77% earn between 25,000 to 35,000, 41.34% earn between 35,001 to 50,000, and 19.31% earn more than 50,000 per month.

Table 2. Demographic profile of the respondents

Variables	Frequency	Percent
Gender		
Male	250	61.88
Female	154	38.12
Marital Status		
Married	228	56.44
Unmarried	176	43.56
Age		
Below 20	53	13.12
21-30	245	60.64
31-40	81	20.05
Above 40	25	6.19
Academic Qualification		
School Level	97	24.01
Bachelor	275	68.07
Above Bachelor	32	7.92
Experience		
Up to 5 Years	280	69.31
5-10 Years	93	23.02
Above 10 Years	31	7.67
Job Position		
Manager Level	132	32.67
Officer Level	175	43.32
Assistant Level	97	24.01
Income per Month		
Below 25,000	67	16.58
25000-35,000	92	22.77
35,001-50,000	167	41.34
Above 50,000	78	19.31

3. RESULTS

Table 3 presents the descriptive analysis and correlation coefficients of the study variables. The mean values for compensation management, career development opportunities, and continuance commitment were 4.06, 3.95, and 4.04, respectively, indicating that all these factors are perceived as satisfactory within their organizations. The Pearson correlation coefficient test was used to analyze the relationships between the variables. The results show a positive and significant relationship between the variables. Specifically, compensation management is positively and significantly related to career development opportunity ($r = 0.797$, $p < 0.00$) and continuance commitment ($r = 0.853$, $p < 0.00$). Additionally, career development opportunity has a significant relationship with continuance commitment ($r = 0.784$, $p < 0.00$).

Table 3. Descriptive analysis and correlation coefficients

	Mean	SD	CM	CDO	CC
CM	4.06	0.69	1		
CDO	3.95	0.66	0.797**	1	
CC	4.04	0.63	0.853**	0.784**	1

Note: ** Correlation is significant at the 0.01 level (2 tailed). CM – Compensation management, CDO – Career development opportunities, CC – Continuance commitment.

This study attempts to examine the direct and indirect effects of compensation management on the continuance commitment, with career development opportunities acting as a mediator. Thus, compensation management is the independent variable, continuance commitment is the dependent variable, and career development opportunity is the mediating variable. The results of the analysis are presented in Tables 4, 5, and 6.

Table 4 presents a significant effect on career development opportunities ($\beta = 0.7718, p = 0.0000, LLCI = 0.6769, ULCI = 0.8667$). Since there is no zero between the LLCI and ULCI, the effect of compensation management on career development opportunities (path a) is significant. Therefore, H₁, which states that compensation management significantly affects employees' career development opportunities, is accepted.

Table 5 presents the regression outputs with continuance commitment as the outcome variable

and compensation management and career development opportunity as the predictors. Career development opportunity had a significant indirect effect on continuance commitment ($\beta = 0.2732, t = 4.2447, p = 0.0000, LLCI = 0.1460, ULCI = 0.4005$). Since there is no zero between the LLCI and ULCI, the 'path b' is significant, confirming H₂, which states that career development opportunities significantly impact continuance commitment.

With the presence of career development opportunity, compensation management ($\beta = 0.5796, t = 9.3020, p = 0.0000, LLCI = 0.4565, ULCI = 0.7027$) has a significant effect (path c) on continuance commitment, further confirming H₃. The indirect effect of compensation management on continuance commitment through career development opportunity (path c) is significant ($\beta = 0.2109, bootstrapped\ 95\% \text{ confidence interval: } 0.0872, 0.3273$). This means that compensation management affects continuance commitment primarily through its impact on career development opportunities. The results support a partial mediation model where career development opportunity mediates the relationship between compensation management and continuance commitment. Compensation management significantly influences career development opportunities, which in turn significantly influences continuance commitment. Therefore, H₄, which states that career development opportunities mediate the relationship between compensation management and continuance commitment, is also accepted.

Table 4. Regression analysis of compensation management on career development opportunity

	R	R-sq	MSE	F	df1	df2	P
	0.7974	0.6358	0.1582	258.4187	1	403	0.000
Model							
	Coefficient	SE	t	p	LLCI	ULCI	
Constant	0.8127	0.1976	4.1140	0.0001	0.4223	1.2031	
Compensation management	0.7718	0.0480	16.0754	0.0000	0.6769	0.8667	

Table 5. Regression analysis of compensation management and career development opportunity on continuance commitment

	R	R-sq	MSE	F	df1	df2	P
	0.8705	0.7578	0.0970	230.0020	2	402	0.0001
Model							
	Coefficient	SE	t	p	LLCI	ULCI	
Constant	0.6135	0.1633	3.7567	0.0002	0.2908	0.9363	
CM	0.5796	0.0623	9.3020	0.0000	0.4565	0.7027	
CDO	0.2732	0.0644	4.2447	0.0000	0.1460	0.4005	

Note: CM – Compensation management, CDO – Career development opportunities.

Table 6. Summary of total, direct, and indirect effects of compensation management on continuance commitment

Hypotheses	Explanation	Path	Effect	Boot SE	Boot C.I.	Result
H ₁	CM → CDO	a	0.7718	0.0480	[0.6769, 0.8667]	Supported
H ₂	CDO → CC	b	0.2732	0.0644	[0.1460, 0.4005]	Supported
H ₃	Direct effect: CM → CC	c'	0.5796	0.0623	[0.4565, 0.7027]	Supported
H ₄	Mediated effect: CM → CDO → CC	c (axb)	0.2109	0.0607	[0.0872, 0.3273]	Supported

Note: CM – Compensation management, CDO – Career development opportunities, CC – Continuance commitment.

The mediation analysis indicates that compensation management significantly affects continuance commitment both directly and indirectly through career development opportunities. The total effect of compensation management on continuance commitment is partially mediated by career development opportunities, underscoring the importance of considering both direct and indirect pathways to fully understand the impact of compensation management on continuance commitment.

The strong predictive power of compensation management for continuance commitment underscores its importance, suggesting that interventions targeting compensation management could effectively enhance continuance commitment. The findings emphasize the significant role of compensation management in influencing continuance commitment, both directly and through the mediation of career development opportunities. These results provide valuable insights for developing targeted interventions and underscore the need for further research to explore other potential mediators or moderators.

4. DISCUSSION

The findings indicate a positive and significant relationship between compensation management and the continuance commitment of employees toward their jobs. This suggests that when management applies fair and transparent compensation management practices in their organization, employees are more likely to feel emotionally attached and remain loyal to the organization. This result is consistent with prior research. Eisenberger et al. (1986) suggested that effective compensation management enhances employee commitment by satisfying their financial and security needs and demonstrated a positive relationship between well-structured compensation systems

and continuance commitment. Adulsalam et al. (2021) confirmed that fair, transparent, and equitable compensation practices develop good relationships between employers and employees, as a result of which they positively contribute to the continuance commitment of employees.

Effective compensation practices positively influence employee commitment, demonstrating that organizations that apply fair, transparent, and effective compensation practices inspire higher levels of dedication and loyalty among employees. James and Brownson (2024) highlighted that employees are more loyal and committed toward organizations when they implement fair, transparent, and competitive rewards and compensation practices. Moreover, Sady et al. (2019) and Noor et al. (2020) found that employees who perceive compensation management practices as fair, transparent, equitable, and competitive feel a stronger sense of attachment and loyalty to the organization, which enhances their continuance commitment.

Effective compensation management practices create a trustworthy environment in the organization, which inspires employees to dedicate themselves to the organization's goals and success (Kang & Lee, 2021; Armstrong, 2017). These results align with expectancy and equity theories, which posit that employees have positive treatment toward their management and organization with higher levels of commitment if the management applies effective compensation practices in their organization. Meyer and Herscovitch (2009) highlighted that effective compensation practices not only directly enhance employee commitment but also do so more effectively by building a foundation of career development opportunities.

The mediation analysis confirmed that career development opportunities fully mediate this relationship, meaning that while effective compensa-

tion management practices directly influence the continuance commitment of employees, a major portion of this influence is channeled through career development opportunities. Career development is a crucial factor in fostering employee commitment, as it provides employees with clear pathways for growth and advancement within the organization. Jacobs and Washington (2003), Duffield et al. (2014), Baruch (2004), and Chen et al. (2004) highlighted that compensation management practices enhance employee commitment through the mediating mechanism of career development opportunities. Employees who have career opportunities are more likely to be committed to their organization. Career development opportunities create a sense of belonging and encourage employees to invest more in their roles and remain loyal to the organization. Moreover, Luna-Arocas and Camps (2008) argued that career development acts as a crucial motivator, fostering employee loyalty and long-term engagement. Employees who have career development opportunities are more likely to be committed to their jobs and organizations. They further highlighted that it creates a sense of belonging and encouragement to employees, which ultimately supports their intention to stay in the organization for a long period. Noe (2020) emphasized that employees are more likely to commit to their organization when they perceive opportunities for personal and professional growth, which in turn can lead to improved performance and organizational success. Moreover, career development initiatives, such as training programs, mentorship, and succession planning, contribute to a positive organizational culture that values

and nurtures employee potential, which creates employee commitment toward their job and organization (Garavan, 2007). Furthermore, organizations that implement comprehensive career development plans experience lower absenteeism and higher productivity, as employees are more likely to stay and invest their efforts in a company that invests in them (Weng & McElroy, 2012).

However, some of the previous studies presented contrasting evidence. Milkovich and Newman (2008) contend that compensation alone does not significantly impact continuance commitment unless it is coupled with other factors, such as job satisfaction and organizational support. Daniyal and Khan (2024), Wang and Zhang (2023), Hassan (2022), and Richard (2023) reported that compensation management does not significantly influence the continuance commitment of employees. Continuance commitment, which reflects an employee's perceived costs associated with leaving an organization, is more strongly associated with factors such as job security and personal investments than with financial rewards. Moreover, career development opportunities appear to have a negligible effect on continuance commitment. Employees prioritize stability and accumulated benefits over career progression and pay increases when deciding whether to remain with their current employer. Thus, organizations aiming to enhance continuance commitment may need to focus more on providing job security and fostering a supportive work environment rather than solely improving compensation packages or career development programs.

CONCLUSION

This study aimed to analyze the impact of compensation management practices on employee commitment in Nepalese commercial banks, focusing on the mediating role of career development opportunities. The results show that effective compensation practices positively influence employee commitment. Organizations that implement fair, transparent, and effective compensation practices inspire higher levels of dedication and loyalty among employees. This relationship is significantly mediated by career development opportunities, indicating that effective compensation practices foster career development opportunities within the organization, which in turn enhances employee commitment. When employees perceive their management as applying a fair and transparent compensation system, they are more likely to believe that the management is also practicing better career development opportunities, resulting in stronger emotional and professional bonds with the organization.

Moreover, this study extends the understanding of how compensation practices can foster a trusting environment in an organization. These results underscore the importance of compensation management practices in cultivating a committed workforce. Effective compensation management practices not only enhance the credibility of the organization but also foster an environment that promotes employee loyalty and retention.

The theoretical contribution of this study lies in establishing a model of compensation management and career development opportunities that enhance continuance commitment, particularly within the context of Nepalese commercial banks. In practice, banks should adopt strategic human resource practices and policies that emphasize both competitive financial rewards and substantial growth opportunities to enhance employee retention. Further studies might be conducted to compare the experiences and outcomes of bank employees at different levels. Likewise, future studies could explore the mechanisms of these relationships using longitudinal, quasi-experimental, and experimental designs. Mediating and moderating variables, such as employee empowerment and leadership roles, can be studied to provide a more comprehensive model of the dynamics between compensation practices and employee commitment.

AUTHOR CONTRIBUTIONS

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APPENDIX A. Questionnaire survey

Dear Respondents,

We cordially request you to participate in the research on “Compensation management and continuance commitment of employees in Nepalese commercial banks: The mediating role of career development opportunities.” Your participation is entirely voluntary. The findings will not identify individuals, and all information obtained from the survey will be used only in aggregate form in compliance with research ethics. We would be grateful if you could spare a moment of your valuable time to complete the following questionnaire.

Authors

Part I. Please tick the appropriate bracket

Gender: Male Female

Marital Status: Married Unmarried

Age: Below 20 years 21-30 years 31-40 years Above 40 years

Academic Qualification: School Level Bachelor's Level Above Bachelor's Level

Experience: Up to 5 years 5-10 years Above 10 years

Job Position: Manager level Officer level Assistant level

Income per month: Below Rs.25,000 Rs.25,000-35,000 Rs. 35,001 - 50,000

Above Rs.50,000

Part II. Questionnaire on independent variables (Compensation management (CM))

Please answer the questions below using a 5-point scale (1– Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, and 5 –Strongly Agree).

Code	Items	1	2	3	4	5
CM1	I receive fair compensation for my job responsibilities.					
CM2	My salary is competitive with what other banks offer for similar roles.					
CM3	My bank's compensation policies and procedures are transparent.					
CM4	My compensation is directly linked to my performance.					
CM5	I am satisfied with the benefits package provided by my bank (health insurance, retirement plans).					
CM6	The bank ensures that all payments are made on time.					
CM7	My compensation contributes significantly to my overall job satisfaction.					
CM8	There are ample opportunities for salary increases based on performance and tenure.					
CM9	Management is responsive to employee concerns regarding compensation.					
CM10	My bank makes necessary adjustments to compensation as per market changes.					

Part III. Questionnaire on the dependent variable (Continuance commitment (CC))

Please answer the questions below using a 5-point scale (1– Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, and 5 –Strongly Agree).

Code	Items	1	2	3	4	5
CC1	I feel that I have too few options to consider leaving my current bank.					
CC2	It would be very hard for me to leave my current bank, even if I wanted to.					
CC3	Too much in my life would be disrupted if I left my current bank.					
CC4	I feel that I have too much to lose by leaving my current bank.					
CC5	Staying with my current bank is a matter of necessity as much as desire.					
CC6	I believe that I have very few options to consider leaving my current bank.					
CC7	I continue to work for this bank because leaving would require considerable personal sacrifice.					
CC8	It is too costly for me to leave my current bank.					
CC9	If I had not already put so much of myself into this bank, I might consider working elsewhere.					
CC10	I stay with my current bank because leaving would entail significant financial and nonfinancial losses.					

Part IV. Questionnaire on mediating variable (Career development opportunities (CDO))

Please answer the questions below using a 5-point scale (1– Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, and 5 –Strongly Agree).

Code	Items	1	2	3	4	5
CDO1	My bank provides ample opportunities for career growth and development.					
CDO2	I have access to necessary training programs that enhance my career development.					
CDO3	There are clear paths for promotion within my bank.					
CDO4	I receive adequate support and guidance from my superiors regarding my career development.					
CDO5	I believe that my bank is committed to my professional growth.					

APPENDIX B

Table B1. List of sampled Nepalese commercial banks

No.	Name	Operation Date (A.D.)	PC in (00,000,000)	BK	SB	No of Respondents		
						Male	Female	Total
1	Nepal Bank Ltd.	11/15/1937	1,469.40	44	5	34	24	58
2	Agriculture Development Bank Ltd.	1/21/1968	1,888.44	35	4	21	17	38
3	Standard Chartered Bank Nepal Ltd.	1/30/1987	942.95	6	2	11	7	18
4	Nepal SBI Bank Ltd.	7/7/1993	1,050.02	22	3	17	14	31
5	Everest Bank Ltd.	10/18/1994	1,176.79	21	2	17	12	29
6	Laxmi Sunrise Bank Ltd.	4/3/2002	2,318.72	80	6	43	35	78
7	Citizens Bank International Ltd.	4/20/2007	1,420.10	28	3	16	14	30
8	Prime Commercial Bank Ltd.	9/24/2007	1,940.26	43	4	36	29	65
9	Sanima Bank Ltd.	2/15/2012	1,358.15	53	5	32	25	57
	Total				34	227	177	404

Note: PC = Paid-up capital; BK = Total number of branches inside the Kathmandu Valley; SB = Sample number of branches.