







“Employee satisfaction through human resource development, planning, and performance appraisal in the banking sector of Nepal”

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EMPLOYEE SATISFACTION THROUGH HUMAN RESOURCE DEVELOPMENT, PLANNING, AND PERFORMANCE APPRAISAL IN THE BANKING SECTOR OF NEPAL

Abstract

Employee satisfaction has become indispensable in the immensely competitive business world for the sustainability of entities embracing sound human resource planning, human resource development, and an adequate performance appraisal system, as these factors foster employee satisfaction. Thus, this study aims to evaluate how human resource practices affect the level of satisfaction among the workforce in Nepalese commercial banks. The paper employed descriptive and explanatory research designs to test the hypotheses and to address the objectives. Structured survey questionnaires were disseminated among 700 employees working in commercial banks; only 389 (55.57 percent) questionnaires were successfully retrieved. This study employed descriptive statistics along with frequency, percentage, mean, and standard deviation to study the general characteristics of respondents' background information. Next, correlation and linear regression were adopted to assess the association between predictors and outcome variables, along with a test of effects. The finding revealed a positive and significant association between human resource planning and employee satisfaction ($p < 0.05$). Similarly, human resource development had a positive effect on employee satisfaction ($p < 0.05$). Performance appraisal showed a positive correlation with employee satisfaction ($p < 0.05$). The implications suggest endorsing effective human resource practices as a strategic path for organizations to foster employee satisfaction.

Keywords

banking sector, employee, HR planning, satisfaction, performance appraisal

JEL Classification

M10, M12, M50, O15

INTRODUCTION

Employee satisfaction is a key human capital stimulator that boosts business entities' success in absorbing competitive advantage in a volatile market. As human resources (HR) is a substantial and rational resource of any entity, their satisfaction has become crucial. In addition, the adoption of sound HR practices fosters employee satisfaction through effective planning, development, and fair performance appraisal that lays a foundation for the strategic fit of business entities. The banking sector is no exception, as it requires a highly satisfied workforce to deliver the best services to its clients. Therefore, adequate HR practice is vital in organizations to boost employee satisfaction.

Next, employees in the banking and financial sector, in particular, require energetic, skilled, and devoted resources to exploit synergy via utilization of their endeavor and to gain perpetual growth that is feasible to derive merely from employee satisfaction. Eventually, satisfied employee enhances productivity and assures better organizational performance (Erdil & Gunsul, 2007). Moreover, performance is closely related to employee happiness, and those who are happy in their jobs

are more likely to be more productive and dedicated, all of which are necessary for achieving organizational objectives (Zergabachew & Shidega, 2023; Syardiansah et al., 2024). Therefore, the investigation of HR practices comprising planning, development, and appraisal mechanisms of the commercial banking sector became essential to examine its effect on employee satisfaction.

1. LITERATURE REVIEW AND HYPOTHESES

Employee satisfaction refers to the favorable emotional state that arises from their work (Locke, 1976), which is in accordance with their job duties and seen as fulfillment inside the organization. Additionally, employee development, planning, and appropriate performance evaluation are all elements that affect employee happiness. These elements serve as a basis for both organizational productivity and employee satisfaction. Moreover, planning, development, performance management, and several other procedures affect employee behavior, performance, attitude, and satisfaction, which are also activities related to human resources (Saifalislam et al., 2014).

In particular, human resource planning (HRP) is a crucial component of organizational management. It helps systematically forecast demand and supply for the workforce, ensuring that the proper number is available at the right time and location. Similarly, HRP includes evaluating the organization's present workforce, projecting future needs for human resources, and putting initiatives in place to increase employee satisfaction. Moreover, meeting organizational objectives and ensuring workforce satisfaction have emerged as critical factors in organizations that can be fostered with better HRP (Elshaer et al., 2023). It is interesting that planning for HR and putting it into practice by recruiting and selecting individuals based on their qualifications and abilities adds value to the company and increases employee satisfaction. Employee capabilities may be deployed appropriately based on the organizational setting with the help of proper planning, which helps them accomplish organizational goals (Ogedegbe, 2014). Specifically, planning for HR involves employing the right people and helping them use their full potential to accomplish the company's objectives. Together with employee satisfaction, the organization's goals are met through the efficient utilization of its workforce (Ling et al., 2018).

The idea of HRP—previously known as “manpower planning”—became well-known in the 1960s when the emphasis was on how to increase productivity in the face of skill shortage and somewhat stable, predictable global markets. HRP highlights or characterizes the future needs of businesses, especially in the area of HR, as a special method that incorporates both the qualitative and quantitative elements of workforce planning (Beardwell & Claydon, 2010). Suresh and Reddy (2017) empirically investigated the impact of HRP on Mellat Bank employees' satisfaction. The results show a strong correlation between employee happiness and human resource planning.

Another empirical evidence revealed that, in organizational HR management, HRP planning was more influential in increasing employee satisfaction (Al-Hawari & Shdefat, 2016). Absar et al. (2010) examined the influence of HR management methods on employee job satisfaction. Their findings indicated a significant correlation between job satisfaction and HRM planning. Nwachukwu and Chladkova (2017) and Elrehail et al. (2020) found that job satisfaction was positively impacted by human resource planning. When human resource planning is implemented correctly, it motivates workers inside the company and increases their satisfaction. Further, organizational actions conducted with human resource planning are the first step toward achieving employee happiness.

The development of resources to accomplish the organization's goal is a strategic principle in HR management in which the organization prepares to achieve predetermined objectives in diverse environmental settings. Such estimation is made possible primarily by increasing employee satisfaction via resource development.

The concept of human resource development (HRD) refers to the collection of formal organizational and individual procedures meant to maximize the potential contribution of human resources to the organization (Walton, 1999; Holton,

2000). Notably, the implementation of HRD programs that are strategically aligned with organizational procedures to manage HR development ultimately supports the organization's overall success (Werner & DeSimone, 2006). HRD as a method equips workforces with the fundamental knowledge or information and bundle of skills necessary to accomplish responsibilities and duties as established by the firm's standard (Costen & Salazar, 2011). In a similar manner, participation in development programs may lead to feelings of competence, which is another way that progress is acknowledged and can increase work satisfaction (Hartline & Ferrell, 1996).

HRD is essential for addressing and diagnosing the difficulties that an employee may have during their career. Therefore, the need to conduct development programs in organizations is recognized, particularly in those where employees must constantly update their knowledge and abilities, and even businesses need to invest in the development of human capital inside the organization (Ilgen & Pulakos, 1999). Additionally, the current understanding of development may also be considered as the methodical development of the abilities, know-how, and proficiency needed by a person to successfully carry out and accomplish the work at hand (Doyle, 2003). Thus, the most crucial and vital HRM function is the development of resources and successful development is a major factor in improved levels of performance at work (A. Smith & E. Smith, 2007). Widarni et al. (2020) and Altinay et al. (2008) revealed that employee satisfaction and human resource development are positively and significantly correlated with each other. Organizational focus and effective HRD function execution are the cornerstones of promoting employee satisfaction. Thus, it creates the groundwork for improving psychological enjoyment and employee happiness.

Performance appraisal is the process of evaluating how well people perform inside the company. It is ultimately connected to employee satisfaction and focuses on the abilities, accomplishments, and development of distinct individuals in a fair and open manner. Therefore, a fair and open assessment procedure helps improve a positive work environment and increases employee satisfaction. In order to facilitate personal growth, performance evaluation also involves recording, analyzing, and assessing

workers' work over a predetermined timeframe (Ismail & Gali, 2017). Interestingly, a robust performance review system helps management find candidates to fill up the organization's requirements (Bolarinwa, 2017; Kilger & Jonsson, 2017).

The process of making important organizational choices, particularly those pertaining to compensation and advancement, is known as performance evaluation (Buckley et al., 1998). Consequently, the purpose of performance evaluations is to inspire employees for the next performance cycle (Heneman & Werner, 2005). In addition, the increasing usage of performance assessments, which is driven mainly by organizational demands to affect employee behavior and attitude in addition to organizational performance, allows for a wealth of observations regarding the appraisal process (Dechev, 2010). The repercussions of the assessment cycle are determined by its starting purpose, which supports employees in communicating their genuine performance goals. Furthermore, performance observation or supervision throughout the assessment process helps uncover underperformers and create high-quality performance (Wahjono, 2015). Therefore, the goal of the performance evaluation is to demonstrate the need for performance by providing workers with performance feedback, building incentive connections, debating the ramifications, and making choices regarding recruiting and choosing human resources (Özdevecioğlu & Akin, 2024). Wahjono et al. (2016), Elrehail et al. (2020), Lim and Ling (2012), and Baniya (2006) also show that performance reviews have a significant beneficial impact on employee satisfaction. In general, a fair evaluation of employees' contributions through performance reviews encourages workers to produce greater satisfaction, which propels human capital toward organizational objectives.

Numerous studies have demonstrated a good correlation between planning, performance evaluation, human resource development, and employee happiness since the latter is centered on efficient HRM procedures (Campion et al., 1993). Additionally, the term "employee satisfaction" describes psychological reactions to one's work, encompassing behavioral, emotional, and cognitive aspects that derive from HR practices (Hulin & Judge, 2003). Moreover, an action or response tak-

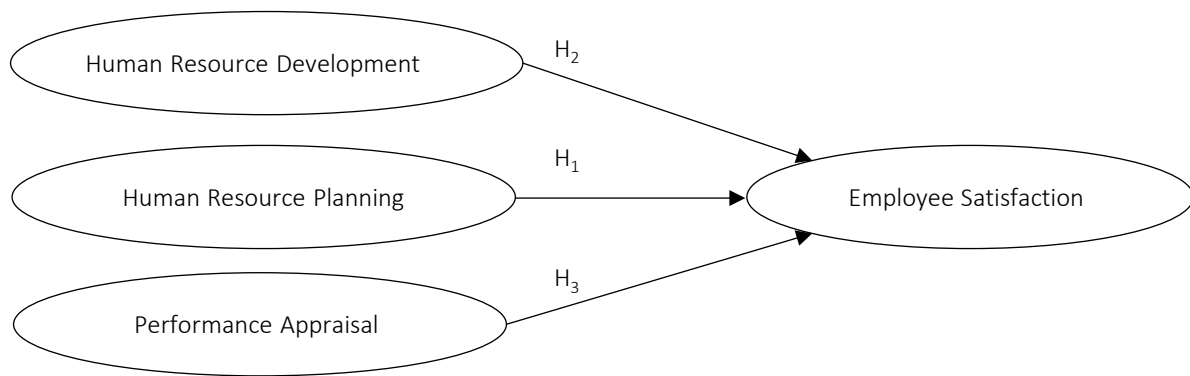


Figure 1. Research model

en by an employee in response to a particular task can be characterized as employee satisfaction. The response may be favorable or unfavorable. HR tactics and employee satisfaction are, however, found to be positively correlated in several organizational practices. Consequently, with better HR management techniques, including performance reviews, planning, and development, employee satisfaction in the company has increased significantly these days. Therefore, the satisfaction of the workforce is linked with HR strategies in the organization, which finally contributes to the growth and development of the firm (Steijn, 2004). In general, firms need to embrace sufficient HR practices for a better atmosphere in the organization.

Therefore, this study targets Nepalese commercial banks' people management practices to evaluate their effect, particularly comprising performance reviews, human resource planning, and development on employee satisfaction in Kathmandu. Based on the literature review, the following research hypotheses have been formulated:

- H_1 : *Human resource planning is positively linked to employee satisfaction.*
- H_2 : *Human resource development is positively linked to employee satisfaction.*
- H_3 : *Performance appraisal is positively linked to employee satisfaction.*

Figure 1 describes the conceptual model. It is expected that the human resource processes of performance assessment, human resource planning, and human resource development would increase employee satisfaction.

2. METHODOLOGY

This paper employed a descriptive and explanatory research design to examine the cause-and-effect relationship between human resource development, planning, performance appraisal, and employee satisfaction. The predictor variables embraced for this study are human resource planning, human resource development, and performance appraisal. The response variable is employee satisfaction.

A survey questionnaire with two distinct sections was created. The first section asked respondents about their general background information, while the second section included opinion-based and Likert scale questions. The workers of commercial banks in Kathmandu, Nepal, served as the primary data sources for this study. Consequently, a structured questionnaire was used to gather cross-sectional data. Both the study's population and sample consisted of commercial bank personnel. The study used convenience sampling, which is a type of non-probability sampling. The study comprised 700 structured questions disseminated to commercial bank workforces as the intended respondents. There were only 389 respondents to the questionnaire, which was useful for data analysis. The study used descriptive statistics, such as frequency, percentage, mean, and standard deviation, to represent the overall features of the respondents' general information. In a similar vein, correlation analysis was used to further examine the relationship between the variables. Finally, the impact of the predictor variable was measured using linear regression analysis, which shows the direction of the influence.

This paper has estimated the following research model for the study:

$$ES = \alpha + \beta_1HRD + \beta_2HRP + \beta_3PA + ei, \quad (1)$$

where *ES* = employee satisfaction; *HRD* = human resource development; *HRP* = human resource planning; *PA* = performance appraisal.

The employee satisfaction construct was taken from Sammons (2009), Crossman and Abou-Zaki (2003). Further, human resource planning, human resource development, and performance evaluation statements based on predictor factors were taken from Al-Hawary and Shdefat (2016), and Daiz-Fernandez et al. (2010). All of the statements were examined using a five-point Likert scale with the anchors 1 for strongly disagree and 5 for strongly agree. The scale was paraphrased to meet the goals of the study.

Further, the 11-statement scale was used in this study to evaluate the employee satisfaction construct which was borrowed from Alshaikhly (2017) and Ei and Lee (2021). The representative statements of the satisfaction construct include “job satisfaction depends on benefits supplied by the organization,” “job satisfaction is matched with work-like balance in the organization,” and so on. Similarly, performance appraisal is also measured using the five-item scale as embraced by Alshaikhly (2017) and Ei and Lee (2021). The statements employed under this construct were “the performance appraisal criterion is competency-based and results of employees in the organization,” “the organization conducts a competency-based performance appraisal regularly,” and so on. The data for the analysis were collected from 19 commercial banks’ employees (Table 1).

Table 1. Details of respondents’ banks

S.N.	Bank	Respondents	Percentage
1	Agriculture Development Bank Limited	12	3.1
2	Citizen Bank International Limited	28	7.2
3	Everest Bank Limited	12	3.1
4	Global IME Bank Limited	35	9.0
5	Himalayan Bank Limited	9	2.3
6	Kumari Bank Limited	32	8.2
7	Laxmi Sunrise Bank Limited	17	4.4

S.N.	Bank	Respondents	Percentage
8	Machhapuchhre Bank Limited	11	2.8
9	Nabil Bank Limited	43	11.0
10	Nepal Bank Limited	37	9.5
11	Nepal Investment Mega Bank Limited	34	8.7
12	Nepal SBI Bank Limited	17	4.4
13	NIC Asia Bank Limited	15	3.9
14	NMB Bank Limited	7	1.8
15	Prabhu Bank Limited	9	2.3
16	Prime Commercial Bank Limited	12	3.1
17	Rastriya Banijya Bank Limited	22	5.7
18	Sanima Bank Limited	23	5.9
19	Siddhartha Bank Limited	14	3.6
Total		389	100.0

3. RESULTS

3.1. Descriptive results

Table 2 shows the reliability of the scale. The minimum acceptable value is 0.70. It is found that the value of Cronbach’s alpha of items for human resource development is 0.771, for human resource planning, it is 0.797, and the value of Cronbach’s alpha for performance appraisal is 0.785. Therefore, the reliability result through Cronbach’s alpha ranges above 0.70 shows internal consistency.

Table 2. Cronbach’s alpha

Construct/Variables	Number of items	Cronbach’s alpha
Human resource development	6	0.771
Human resource planning	6	0.797
Performance appraisal	5	0.785
Employee satisfaction	11	0.786

Table 3 shows the general data about the study’s participants. This study included 389 valuable data from a survey of Kathmandu-based Nepalese commercial bank workforces. The largest percentage of participants were between 26 and 35 years old, accounting for 224 (57.60 percent) of the total respondents. Only one participant represented the age group over 56 was (0.30 percent). Similarly, the majority of all poll participants were female, 215 (55.30 percent), with male respondents making up just 174 (44.70 percent). The married group

then continued to have the largest percentage of survey respondents, 214 (55.00 percent), with four and four (1.00 percent) of respondents from the divorced and separated groups, respectively, showing the lowest percentage of respondents.

The majority fell into the master's and above educational background group, 226 (58.10 percent). In contrast, the least number of respondents, seven (1.80 percent), had only a school education up to the 10th standard (SEE/SLC) level. Likewise, survey respondents were commercial bank personnel with various organizational designations from the bottom, medium, and high levels. The number of employees with middle-level titles remained at 198 (5.90 percent), while the least number of respondents came from other designation groups, which represented just four (1.00 percent) employees. The survey gathered information from individuals with experience ranging from less than five years to over fifteen years. Only 24 (6.20 percent) employees with fifteen years or more of experience partici-

pated in this study. However, the majority with less than five years of experience, 212 (54.50 percent), remained a leading participant group. Lastly, the target respondents' monthly salary was included in the income-related data, which ranged from 13,200 to over 30,000 rupees. The majority of survey participants had monthly incomes above 30,000 rupees, accounting for 268 (68.90 percent) of all participants. The lowest group of earners, comprising 24 (6.20 percent) of respondents, had monthly incomes between 13,200 and 19,999 rupees.

3.2. Inferential results

Regression and correlation analyses were used in inferential results, which examine the degree of relationship between the predictor and outcome variable as well as the impact of predictors on outcome variables. Employee satisfaction was the outcome variable in this study, whereas human resource planning, development, and performance evaluation were the predictor factors.

Table 3. Respondents' profile

Category	Characteristics	Frequency	Percentage
Age	18 to 25	89	22.90
	26 to 35	224	57.60
	36 to 45	64	16.50
	46 to 55	11	2.80
	56 and above	1	0.30
Gender	Male	174	44.70
	Female	215	55.30
Marital status	Single	167	42.90
	Married	214	55.00
	Divorced	4	1.00
	Separated	4	1.00
Educational background	SEE/SLC Level	7	1.80
	+ 2 Level	15	3.90
	Bachelor	141	36.20
	Master and above	226	58.10
Designation	Lower level	149	38.30
	Middle level	198	50.90
	Higher level	38	9.80
	Others	4	1.00
Experience	Less than 5 years	212	54.50
	5 to less than 10 years	96	24.70
	10 to less than 15 years	57	14.70
	15 years and more	24	6.20
Monthly income	13,200 to 19,999	24	6.20
	20,000 to 24,999	34	8.70
	25,000 to 29,999	63	16.20
	Above 30,000	268	68.90
Total		389	100.00

Table 4. Pearson’s correlation

Variables	Mean	Std. Deviation	1	2	3	4
Human resource planning	3.8805	.49820	1.000	–	–	–
Human resource development	3.9357	.52365	.430**	1.000	–	–
Performance appraisal	3.7429	.60337	.288**	.423**	1.000	–
Employee satisfaction	4.0315	.42364	.283**	.379**	.341**	1.000

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Table 5. Regression analysis

Model	Intercept	HRP	HRD	PA	Adjusted R	SEE	F-value	VIF
1	2.621*** (11.96)	0.311*** (5.78)	–	–	0.077	0.479	33.42	–
2	2.283*** (10.16)	–	0.408*** (7.40)	–	0.122	0.491	54.72	1.423
3	7.504*** (32.52)	–	–	0.316*** (5.58)	0.072	0.504	31.09	1.711
4	1.799*** (7.84)	0.164** (3.07)	0.360*** (7.80)	–	0.201	0.446	49.71	1.356
5	0.868* (2.22)	0.141** (2.63)	0.308*** (6.29)	0.140** (2.93)	0.216	0.441	36.66	–
6	0.761 (1.86)	0.233*** (4.31)	–	0.248*** (5.31)	0.138	0.463	31.99	–
7	–0.346 (–0.85)	–	0.297*** (5.55)	0.350*** (7.57)	0.233	0.458	60.03	–

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$; *t* statistics in parentheses. HRP = Human resource planning, HRD = Human resource development, and PA = Performance appraisal.

Table 4 shows the Pearson’s correlations. It reveals the mean value and standard deviation of human resource planning (M = 3.8805, SD = .49820), human resource development (M = 3.9357, SD = .52365), performance appraisal (M = 3.7429, SD = .60337), and employee satisfaction (M = 4.0315, SD = .42364). The association between human resource planning and employee satisfaction was moderately positive and statistically significant ($r = .283$, $p < .001$). Human resource development has a positive correlation with employee job satisfaction ($r = .379$, $p < .001$). Finally, performance appraisal and employee satisfaction are positively connected and statistically significant ($r = .341$, $p < .001$). It shows that enhancements in human resource planning and the development of better appraisal lead to increased employee satisfaction in commercial banks in Kathmandu.

As displayed in Table 5, the regression coefficient focuses on how predictors affect the response variable. Additionally, the regression analysis tends to evaluate the research’s hypotheses. Consequently,

$$ES = \alpha + \beta_1HRD + \beta_2HRP + \beta_3PA + ei \quad (2)$$

$$ES = 2.621 + 0.408HRD + 0.311x HRP + 0.316PA + ei. \quad (3)$$

where ES serves as the dependent variable (employee satisfaction). Performance appraisal (PA), human resource planning (HRP), and human resource development (HRD) are independent variables.

The beta coefficient for human resource planning ($\beta = 0.311$, $p < 0.001$) is positive and significant with employee satisfaction. This indicates that an increase or adoption of better human resource planning in the organization increases employee satisfaction. Similarly, the beta coefficient for human resource development ($\beta = 0.408$, $p < 0.001$) is positive and significant with employee satisfaction. It reveals that an increase in human resource development leads to an increase in employee satisfaction. Moreover, the beta coefficient for performance appraisal ($\beta = 0.316$, $p < 0.001$) is positive and significant. This result also reveals that an in-

Table 6. Summary of hypotheses testing

Hypotheses	Results
H_1 : Human resource planning positively affects employee satisfaction	Accepted
H_2 : Human resource development positively affects employee satisfaction	Accepted
H_3 : Performance appraisal positively affects employee satisfaction	Accepted

crease or proper performance appraisal in the organization increases the satisfaction of employees. Regression output reveals the significant impact of human resource planning, development, and performance appraisal on employee satisfaction. Finally, Table 6 reveals that hypothesis 1, hypothesis 2, and hypothesis 3 are confirmed.

4. DISCUSSION

The paper assessed the relationships between human resource planning, human resource development, performance appraisal, and employee satisfaction, targeting employee respondents from commercial banks in Kathmandu. The linear regression analysis revealed a positive and significant effect of human resource planning on employee satisfaction. It shows the importance of aligning human resource planning with employees' needs and expectations, demonstrating that the human resource planning process tends to experience higher levels of employee satisfaction as employees feel more valued and observe clearer career pathways within the company. These findings are in the same direction as the findings of previous studies held in different contexts, organizations, and geographical locations (Absar et al., 2010; Alolayyan et al., 2016; Nwachukwu & Chladkova, 2017).

Similarly, the data analysis emphasizes the importance of human resource development activities in improving employee satisfaction. The results further demonstrated a favorable correlation between

predictor and outcome variables, namely human resource development and employee satisfaction. It implies that organizations seeking to improve satisfaction should invest in regular human resource development activities since these investments provide human capital, i.e., workers feel appreciated and helped in carrying out their tasks and obligations. This finding aligns with previous research findings (Mudor & Tooksoon, 2011; Ei & Lee, 2021).

This evidence advocates for the adoption of human resource development programs consisting of employee training, management development, career planning, succession planning, and other developmental programs as essential to enhance employee satisfaction and stimulate better performance. This study shows that commercial banks must adopt developmental initiatives.

Finally, the data showed that performance appraisals have a favorable influence on employee satisfaction. It emphasizes their beneficial effect, which leads to increased employee satisfaction among workers of commercial banks in Kathmandu. Organizations that use fair appraisals of their employees have greater levels of employee satisfaction. This conclusion is comparable to prior findings (Koç et al., 2014; Ei & Lee, 2021). Thus, adopting and implementing improved performance evaluation generates a greater degree of employee satisfaction, which in turn improves organizational performance for the organization's long-term development and progress.

CONCLUSION

This survey on employee satisfaction through human resource development, planning, and performance appraisal in the banking sector of Nepal investigated how human resource practices affect employee satisfaction in Nepalese commercial banks in Kathmandu. The findings revealed a favorable and significant influence of predictor variables on employee satisfaction. This study also demonstrated that increasing employee happiness is highly influenced by human resource management methods such as human resource planning. Human resource planning under the HR system establishes a strategic path for the organization to ensure the right number of employees along with the required competency for

placement at the right place at the appropriate time, which ultimately links to employee satisfaction. Thus, Nepalese commercial banks should use this strategic human resource planning tool to establish the finest human resource practices for boosting employee happiness in commercial banks.

The research findings revealed that human resource development positively and significantly influenced employee satisfaction. This finding establishes a benchmark for the organization to adopt better practices of human resource development to enhance the level of satisfaction. Moreover, performance appraisal had a favorable and considerable impact on employee satisfaction. This finding demonstrated that implementing a fair appraisal system increases employee satisfaction. Therefore, organizations should consider this HR element to boost employee satisfaction.

However, this study is not free from limitations, as it includes only cross-sectional data. It also targeted limited factors influencing employee satisfaction. Finally, the study is based on a specific sector, which limits the generalizability of findings. Thus, future studies can include longitudinal data and comprise other sectors and geographical areas with more leading variables.

AUTHOR CONTRIBUTIONS

Conceptualization: Padam Bahadur Lama.

Data curation: Padam Bahadur Lama.

Formal analysis: Padam Bahadur Lama.

Funding acquisition: Padam Bahadur Lama, Basu Dev Lamichhane, Rita Subedi.

Investigation: Padam Bahadur Lama.

Methodology: Padam Bahadur Lama.

Project administration: Padam Bahadur Lama, Basu Dev Lamichhane, Rita Subedi.

Resources: Padam Bahadur Lama, Basu Dev Lamichhane, Rita Subedi.

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Supervision: Basu Dev Lamichhane, Rita Subedi.

Validation: Padam Bahadur Lama, Basu Dev Lamichhane, Rita Subedi.

Visualization: Padam Bahadur Lama, Basu Dev Lamichhane, Rita Subedi.

Writing – original draft: Padam Bahadur Lama.

Writing – review & editing: Padam Bahadur Lama, Basu Dev Lamichhane, Rita Subedi.

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