



IMPACT OF CAREER DEVELOPMENT ON IT EMPLOYEES JOB SATISFACTION AND EMPLOYEE RETENTION

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Abstract: This study underscores the critical role of career development in enhancing job satisfaction and retention among IT employees. Analyzing data from 142 employees through descriptive statistics, correlation, and regression analysis, it finds that robust career development initiatives significantly boost employees' perceptions of being valued and supported. Employees who see strong career development support report higher job satisfaction and are more likely to stay with their organization. The study concludes that investing in career development programs and fostering a culture of continuous learning and supportive leadership not only enhances job satisfaction but also improves retention rates. Ultimately, such proactive investments lead to a motivated and committed workforce, giving organizations a competitive advantage.

Index Terms – Job Satisfaction, Employee Retention, Career development

I. INTRODUCTION

The IT industry, a key driver of global innovation and efficiency, is rapidly evolving with advancements in AI, machine learning, and IoT, leading to intense competition for skilled professionals. As businesses across sectors like finance, healthcare, and education increasingly rely on IT, the demand for top talent has surged. To attract and retain this talent, organizations must offer robust career development opportunities that go beyond competitive salaries to provide clear pathways for professional growth. This research examines how career development initiatives impact job satisfaction and retention in the IT industry, highlighting their critical role in helping organizations maintain a competitive edge in a fast-paced, digital world.

II. Review of Literature

- **Lalitha et al. (2024):** Emphasize the benefits of training on employee abilities, knowledge, and self-assurance, linking it to improved performance, productivity, job satisfaction, and organizational commitment.
- **Syafri et al. (2023):** Explore how career progression and teamwork impact job satisfaction and retention, revealing complex correlations that highlight the importance of ongoing learning for employee engagement.
- **Agtia et al. (2023):** Find that career growth and a supportive work environment positively affect job satisfaction and retention, especially among Generation Z employees in a state-owned business.

- **Rahaman et al. (2023):** Identify job satisfaction, career growth, organizational culture, and training as significant predictors of bank staff retention in Bangladesh, recommending targeted retention programs.
- **Nathania et al. (2023):** Highlight competitive compensation, supportive work environments, and career development as crucial for reducing turnover and maintaining high-quality patient care in hospitals.
- **Chepkemoi (2023):** Show that career development moderates the impact of leadership and employee involvement on organizational citizenship behavior, suggesting integrated strategies for enhancing retention.
- **Lakshmi and Ganesan (2023):** Study retention strategies like performance-based bonuses and flexible work hours, finding positive impacts on employee performance and retention.
- **Abu-Tineh et al. (2023):** Explore factors affecting teacher retention in Qatar, noting dissatisfaction with current career progression structures and their impact on job satisfaction.
- **Prakash and Philimis (2022):** Discuss factors influencing staff retention in the IT industry, emphasizing the importance of consistent HR strategies to reduce attrition rates.
- **Hollar et al. (2022):** Review the relationship between professional development opportunities, job satisfaction, and employee retention, advocating for effective program design to enhance satisfaction and reduce turnover.
- **El-Said and Aziz (2022):** Investigate job satisfaction, employee performance, training, and development among young workers in Vietnam, finding positive correlations that support improved retention strategies.
- **Dachner et al. (2021):** Discuss evolving human capital practices towards employee-driven development, advocating for proactive definitions and modernized learning environments.
- **Dewi et al. (2021):** Explore QWL and career advancement impacts on job satisfaction and retention among Ministry of Transportation personnel, noting positive correlations with job satisfaction.
- **Kurdi et al. (2020):** Identify self-actualization, connection, psychological stability, and financial security as key drivers of employee retention in Jordan's banking industry.
- **Nguyen and Duong (2020):** Assess relationships between employee performance, job satisfaction, training, and retention among young workers in Vietnam, highlighting their critical impact on retention strategies.
- **Tetteh et al. (2020):** Investigate the connection between employee retention and succession planning, emphasizing the role of career development programs in enhancing retention outcomes.
- **Deas and Coetzee (2020):** Focus on knowledge worker retention in higher education, highlighting career prospects, supervisor support, and training opportunities as crucial factors.
- **Heimerl et al. (2020):** Study job satisfaction factors in the Alpine hotel sector, noting the significant influence of personal growth opportunities and supervisor relationships.
- **Murtiningsih (2020):** Examine corporate culture, training, and remuneration impacts on job satisfaction and retention, finding varying degrees of influence on retention outcomes.
- **Ngotngamwong (2020):** Investigate Millennial job satisfaction and retention factors in Thailand, identifying supportive management and professional advancement as key satisfaction drivers.
- **Robianto et al. (2020):** Examine career growth, pay, work environment, and job satisfaction impacts on work engagement among government employees, emphasizing comprehensive HR strategies.
- **Sheraz et al. (2019):** Analyze career development programs' impact on job satisfaction and retention in the telecom industry, highlighting significant correlations with both outcomes.
- **Irabor and Okolie (2019):** Highlight the importance of competitive compensation, positive work environment, and career development opportunities in enhancing job satisfaction and retention.
- **Swamy et al. (2019):** Identify critical dimensions like employee development and organizational facilities affecting retention, advocating for holistic retention strategies.
- **Nagaratnam et al. (2018):** Study HRM's influence on employee retention in the Qatari aviation sector, emphasizing career development's role in organizational sustainability.

- **Jehanzeb et al. (2017)**: Examine training and career development programs' effects on job satisfaction and retention, stressing alignment with organizational goals for enhanced retention.
- **Inda and Mishra (2016)**: Discuss effective recruitment and retention strategies in a multigenerational workplace, emphasizing adaptive HR strategies for organizational success.
- **Li et al. (2013)**: Explore the impact of perceived career development value on employee commitment among part-time faculty in Hong Kong's CPD sector.
- **Nouri and Parker (2013)**: Investigate junior auditors' career advancement opportunities and their intentions to leave public accounting firms, highlighting training and organizational prestige's role.

III. RESEARCH METHODOLOGY

3.1 Research Problem

This study investigates the relationship between career development opportunities and their impact on employee perceptions, job satisfaction, and retention in the IT sector. While organizations increasingly invest in career development to enhance skills and loyalty, the exact benefits are not fully understood. This research aims to determine if employees value these initiatives, how these perceptions affect job satisfaction, and their influence on retention. The goal is to provide actionable insights for HR professionals to optimize career development strategies, fostering a motivated, satisfied, and stable workforce.

3.2 Objectives of the Study

1. Measure employee perception of the value of career development opportunities.
2. Examine the job satisfaction of employees.
3. Study employee retention.
4. Analyze the influence of career development on job satisfaction.

3.3 Hypotheses

H₀: Career development opportunities do not influence job satisfaction of IT employees.

H₁: Career development opportunities do not influence retention of IT employees.

3.4 Need for the Study

This study addresses the critical role of career development in shaping employee attitudes and behaviors. Despite significant investments in career development programs, their effectiveness is often unclear. By exploring employee perceptions, job satisfaction, and retention, this research aims to provide empirical evidence to refine HR strategies, enhancing organizational performance through improved career development efforts.

3.5 Scope of the Study

The study focuses on IT employees in IT and ITES companies, evaluating their perceptions of career development opportunities, current job satisfaction, and retention rates. It examines the relationship between career development and job satisfaction and its influence on retention.

3.6 Sources of Data

Data will be collected from primary and secondary sources. Primary data will be gathered using a systematic questionnaire covering demographics and perceptions of career development. Secondary data will be sourced from official publications, records, magazines, journals, and books.

Sampling Procedure

A convenience sampling technique will be used to collect data from 140 IT employees in Hyderabad.

3.7 Data Analysis Tools

Percentage Analysis for demographic profiles.

Descriptive Statistics for Likert-scale responses.

Correlation to assess relationships between variables.

Regression to analyze the relationship between independent and dependent variables.

3.8 Limitations of the Study

Focus on software employees with demanding schedules.

Limited sample size of 142 respondents.

Potential participant bias affecting response accuracy.

Time constraints limiting the scope of data collection.

IV. Data Analysis and Interpretation

4.1 PART-A Demographic Details of Respondents

1. Among the 142 respondents, 54% are female and 46% are male.
2. The survey reveals a predominantly young adult demographic, with 82% aged between 20-39 years. Those aged 40-49 constitute 18%.
3. Experience levels are evenly distributed among respondents: 35% have 1-5 years, 34% have 5-10 years, 17% have 10-15 years, and 15% have less than 1 year, indicating a primarily early to mid-career workforce.
4. Most respondents are at mid-level positions (42%), followed by entry-level (28%) and senior-level (27%) positions, with only 4% in management roles, indicating a predominantly mid-level workforce with balanced representation in other levels.
5. The income distribution among respondents shows diversity: 28% earn ₹75,001–₹1,00,000, 23% earn ₹50,001–₹75,000, and 20% earn over ₹1,00,000. Meanwhile, 17% fall within ₹25,000–₹50,000, and 12% earn less than ₹25,000, highlighting a predominantly middle to upper-middle income range with fewer in lower income brackets.

4.2 Part-B.

Table 4.2.1 Cronbach's Alpha for Perception of availability of Career Development Reliability Statistics

Cronbach's Alpha	N of Items
0.763	9

Table 4.2.2 Cronbach's Alpha for Perception of Value of Career Development Opportunities Reliability Statistics

Cronbach's Alpha	N of Items
0.803	9

Table 4.2.3 Cronbach's Alpha for Influence of career development on Job Satisfaction Reliability Statistics

Cronbach's Alpha	N of Items
0.745	14

Table 4.2.4 Cronbach's Alpha for Influence of career development on Employee Retention Reliability Statistics

Cronbach's Alpha	N of Items
0.755	14

4.3 DESCRIPTIVE STATISTICS

Table 4.3.1 Factors Affecting the perception of availability of Career Development

Statement	Mean	Std.D
Does Your Organisation trains employees on skills that prepare them for future jobs and career development	4.01	0.907
Does Your Organisation provides career counseling and planning assistance to employees	3.51	1.141
Does Your Organisation allows employees to have the time to learn new skills that prepare them for future jobs	3.65	0.901
Does Your Organisation provides support when employees decide to obtain ongoing training	3.25	1.142
Does Your Organisation is receptive to employees' requests for lateral transfers (transfer to another department)	3.35	1.165
Does Your Organisation ensures that employees can expect confidentiality when consulting staff	3.25	1.180
Does Your Organisation provides employees with information on the availability of job openings inside the organization	3.28	1.138
Does Your Organisation is fully supportive of a career-management program for the employees	3.49	1.195
Does Your Organisation provides a systematic program that regularly assesses employees' skills and interests	3.43	1.094

Interpretation:

The provided descriptive statistics in table 5.10 reveal varying degrees of organizational support and development initiatives concerning employee career growth and advancement opportunities. Among the assessed factors, the highest mean value (M=4.01) pertains to whether the organization trains employees on skills preparing them for future jobs and career development, indicating a strong emphasis on skill enhancement and readiness for evolving roles. Conversely, the lowest mean value (M=3.25) corresponds to whether the organization provides support when employees decide to obtain ongoing training, suggesting potential areas for improvement in facilitating continuous learning opportunities and professional development. These findings underscore the significance of proactive measures in fostering employee engagement and long-term career success within the organization.

Table 4.3.2 Perception of Value of Career Development

Statement	Mean	Std.D
Career Development can Enhance my employability and engaging in career development activity has a motivating effect on my career prospects	4.49	0.684
Career development has benefits to my employer or Organization	3.96	.637
Career development is important because of the changing nature of my work	3.65	1.188
Career development is not just another chore; it has significant benefits for me	3.69	1.385
Career development will improve my job performance	3.82	1.133
Career development will improve my job and career prospects	4.25	0.745
Engaging in career development activities has a motivating effect on me	4.04	0.827
It's worth making an effort on career development because of the beneficial outcomes	3.65	1.188
There are rewards for continuing my professional development	4.01	0.907

Interpretation: The statistics show that respondents highly value career development, especially for employability (mean = 4.49) and career prospects (mean = 4.25). They agree it benefits them and their employers, though opinions vary on its importance due to changing work (mean = 3.65). Career development is motivating (mean = 4.04) and seen as rewarding (mean = 4.01). Overall, career development is crucial for enhancing job satisfaction and retention.

Table 4.3.3 Influence of Career Development on Employee Retention

Statement	Mean	Std.D
I find it pleasant to work for my employer	4.2	0.88
I feel personally connected to my employer	4.0	0.96
Personally, I would find it a shame if the employment with my employer were terminated.	4.1	0.85
I can identify with my employer and the products/services	4.3	0.75
My personal contacts with my work environment are important to me.	4.4	0.65
In a way, the time required for a change binds me to my employer	3.8	1.1
I am dependent on my employer because there are currently no equivalent alternatives on the market.	3.5	1.35
I feel a bond with my employer because if I changed, the effort I invested would lose value.	3.7	1.23
I feel bound to my employer because a change would involve switching costs.	3.6	1.15
It would not be fair to terminate the relationship with my employer because he has always tried to get me as an employee.	3.9	0.95
Due to the long relationship with my employer, I feel obliged to be considerate	4.0	0.96

I feel obliged to be fair in the employee relationship with the employer.	4.1	0.85
Moral obligations to the employer also play a role for me.	4.0	0.92
I am contractually bound to my employer	3.9	1.06

Interpretation:

The data indicates strong positive perceptions and connections between employees and their employer. Employees find it pleasant to work for their employer (mean: 4.2, std. dev.: 0.88) and feel personally connected (mean: 4.0, std. dev.: 0.96). They regret the idea of termination (mean: 4.1, std. dev.: 0.85) and identify with the employer's products/services (mean: 4.3, std. dev.: 0.75). Personal contacts at work are highly valued (mean: 4.4, std. dev.: 0.65). Practical considerations, such as the time required for a change (mean: 3.8, std. dev.: 1.1) and dependency due to lack of alternatives (mean: 3.5, std. dev.: 1.35), are noted. Employees feel bound by invested effort (mean: 3.7, std. dev.: 1.23) and switching costs (mean: 3.6, std. dev.: 1.15). They feel a moral obligation to their employer (mean: 4.0, std. dev.: 0.92) and a sense of fairness (mean: 4.1, std. dev.: 0.85). Overall, the data reflects a positive and committed workforce, with employees appreciating their work environment and feeling strong personal and moral connections to their employer.

Table 4.3.4 Influence of Career Development on Job Satisfaction

Statement	Mean	Std.D
Company follows fair administrative policies	4.1	0.850
I receive quality of supervision	4.2	0.840
Organization gives importance to employee values	4.0	0.810
My job is secured in the organization.	4.3	0.800
Co-employees are fun loving and goal oriented	4.1	0.830
Discretionary reward system is existing in the company.	3.9	0.920
I would describe my job as fascinating and satisfying.	4.2	0.810
My Job provides an opportunity to build multi skill set	4.1	0.850
My job is giving sense of achievement and challenging.	4.0	0.880
I like doing the things I do at work.	4.3	0.770
The benefits we receive are as good as most other organisations offer	3.8	0.930
When I do a good job, I receive the recognition for it that i should receive	3.7	0.950
I feel satisfied with my chances for salary increases.	4.1	0.860
Communications seem good within this organization	3.6	0.982

Interpretation:

The data highlights the significant impact of career development on job satisfaction, with several factors receiving notably high mean ratings. Employees particularly value aspects such as job security (mean = 4.3), quality supervision (mean = 4.2), and finding their job fascinating and satisfying (mean = 4.2). Conversely, there are areas where satisfaction levels are lower, notably in discretionary reward systems (mean = 3.9), recognition for good work (mean = 3.7), and communication within the organization (mean = 3.6). These

disparities suggest a need for focused attention to improve satisfaction levels across all aspects of career development.

The last objective was to analyse the influence of career development on job satisfaction

In pursuit of understanding the dynamics between career development and job satisfaction, the analysis employed statistical tools such as correlation and regression. Correlation analysis was instrumental in assessing the strength and direction of the relationship between variables, shedding light on potential associations between career development initiatives and levels of job satisfaction. Meanwhile, regression analysis provided a more nuanced examination by modeling the influence of career development on job satisfaction while controlling for other relevant factors.

Hypothesis:

Ho1: There is no influence of Career development opportunities on job satisfaction of the IT employees

Table 4.3.5 Career Development value influence on Job Satisfaction

		MEAN_CDPVALUE	MEAN_JS
MEAN_CDPVALUE	Pearson Correlation	1	.728**
	Sig.(2-tailed)		0.000
MEAN_JS	N	142	141
	Pearson Correlation	.728**	1
	Sig. (2- tailed)	0.000	
	N	142	142

**Correlations are significant at the 0.01 level (2-tailed)

CDP – Career Development Perception Value , JS – Job Satisfaction

Interpretation: The correlation analysis reveals a strong positive relationship ($r = 0.728$, $p < 0.01$) between Career Development Perception Value (CDP) and Job Satisfaction (JS) among IT employees. This indicates that there is a significant influence of career development opportunities on job satisfaction. Therefore, we reject the null hypothesis (Ho1) suggesting no influence, and instead, support the alternative hypothesis, affirming the impact of career development opportunities on the job satisfaction of IT employees.

Hypothesis:

Ho1: There is no influence of Career development opportunities on Employee Retention of the IT employees

Table 4.3.6 Career Development Influence on Employee Retention

		MEAN_CDP	MEAN_CDVALUE	MEAN_ER
MEAN_CDP	Pearson Correlation	1	.798**	.765**
	Sig.(2-tailed)		<.001	<.001
	N	142	142	135
MEAN_CDVALUE	Pearson Correlation	.798**	1	.798**
	Sig.(2-tailed)	<.001		<.001
	N	142	142	136
MEAN_ER	Pearson Correlation	.765**	.798**	1
	Sig.(2-tailed)	<.001	<.001	
	N	135	136	136

**Correlations are significant at the 0.01 level (2-tailed)

CDP – Career Development Perception , CDVALUE – Career Development Value ,ER – Employee Retention

Interpretation:

The correlation analysis highlights strong positive links between Perception of Career Development (MEAN_CDP), Career Development Value (MEAN_CDVALUE), and Employee Engagement (MEAN_ER). Significant correlations ($p < 0.001$) show that when employees perceive robust organizational support for career development, they value these opportunities more (0.798*) and engage more in their work (0.765). This underscores that fostering career development not only enhances its perceived value but also boosts employee engagement, benefiting both the organization and its workforce.

4.4 REGRESSION**Hypothesis:**

Ho: There is no influence of Career development opportunities on job satisfaction of the IT employees

Table 4.4.1 Career Development Influence on Job Satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.829 ^a	0.687	0.682	0.31529	0.687	144.788	2	132	0.000

a. Predictors: (Constant), MEAN_CDVALUE, MEAN_CDP

CDP – Career Development Perception , CDVALUE – Career Development Value

Interpretation

The model shows a strong positive relationship between the predictors (MEAN_CDVALUE and MEAN_CDP) and the outcome variable, with an R-square of 0.687, indicating that 68.7% of the variance in the outcome is explained by these predictors. The adjusted R-square of 0.682 confirms the model's fit after accounting for the number of predictors. The low standard error of 0.31529 reflects accurate predictions. Significant R-square and F-change statistics ($p < 0.001$) further validate the model's effectiveness, emphasizing the importance of MEAN_CDVALUE and MEAN_CDP in explaining the outcome variable.

Hypothesis:

Ho: There is no influence of Career development opportunities on Employee Retention of the IT employees

Table 4.4.2 Career Development Influence on Employee Retention

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.829 ^a	0.687	0.682	0.31529	0.687	144.788	2	132	0.000

a. Predictors: (Constant), MEAN_CDVALUE, MEAN_CDP

*CDVALUE – Career Development Value , CDP – Career Development Perception

Interpretation

The regression model including MEAN_CDVALUE and MEAN_CDP as predictors explains a substantial 68.7% of the variance in the dependent variable MEAN_ER, indicating a strong model fit. The high R value (0.829) and significant F Change (144.788 with a p-value < 0.001) confirm that these predictors are both

statistically significant and meaningful in predicting MEAN_ER. The small difference between R Square and Adjusted R Square suggests that the model is not overfitted and the predictors are appropriately chosen. Overall, the predictors significantly enhance the explanatory power of the model, providing reliable and robust predictions of the dependent variable.

V. FINDINGS

- The responder pool is predominantly young, with 54% males and 46% females, mostly in the 20-39 age range.
- Majority have 1-10 years of experience, holding mid-level positions.
- Income distribution varies, with 27.5% earning between ₹6,000,001 and ₹8,000,000.
- Employee engagement scale shows good reliability.
- Emphasis on training for future jobs and career development, but room for improvement in ongoing support.
- Positive perceptions of career development benefits and employability enhancement.
- Sense of fairness exists, with potential to improve policy fairness and job satisfaction.
- Strong positive correlation between career development perception, value, and job satisfaction.
- Complex relationship between career development perceptions, values, and employee retention.
- Regression analysis indicates perceived career development value and activities influence employee retention positively.
- ANOVA results highlight predictors' collective impact on explaining variance in employee retention.
- Investing in career development fosters engagement, satisfaction, and retention, providing valuable insights for HR practitioners and organizational leaders aiming to cultivate a supportive work environment.

VI. RECOMMENDATIONS

- Enhance career development programs to boost employee engagement and retention.
- Foster a culture of learning and development by providing resources and support.
- Communicate transparently about career opportunities and paths within the organization.
- Implement a system for meaningful recognition and rewards to motivate employees.
- Train leaders to support career development and provide regular feedback.
- Continuously assess and adjust career development initiatives based on employee feedback.
- Promote work-life balance through flexible arrangements and wellness initiatives.

VII. CONCLUSION

This study underscores the paramount importance of strategic investment in career development initiatives as a cornerstone for elevating employee engagement, satisfaction, and retention within organizational settings. Drawing insights from a sample of 142 IT professionals, the research employed a comprehensive analytical approach, including descriptive statistics, correlation, and regression analyses. The findings illuminate robust positive correlations between employees' perceptions of career development, its intrinsic value, and their level of workplace engagement. Furthermore, regression analysis delineates the profound impact of perceived career development value and activities on employee retention. These revelations underscore the pivotal role of organizations in fostering an environment conducive to professional growth, where employees feel esteemed, motivated, and committed to organizational success. By tailoring career development programs, fostering a culture of continuous learning, and nurturing supportive leadership, organizations can cultivate a dynamic workforce poised for sustained excellence amidst the rigors of the contemporary business landscape. In essence, proactive investment in career development emerges as an indispensable catalyst for fortifying employee retention and perpetuating enduring organizational triumphs in today's fiercely competitive milieu.

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