

Intricacies of Employee Retention: Unraveling the Interwoven threads of Work Environment, Career Development and Job Satisfaction

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Abstract

The descriptive study aimed to explore the relationship between Working Environment (WE), Career Development (CD), and Employee Retention (ER), with a focus on the mediating role of Job Satisfaction (JS) in the context of the banking sector. The study gathered data from employees in various banks in District Bannu, Kpk, Pakistan selecting a sample of 168 participants through convenient sampling. The research employed a questionnaire generated via Google Forms, utilizing a five-point Likert scale. The data were analyzed using IBM SPSS version 27. The findings of the study revealed a statistically significant difference in employee retention based on gender, as evidenced by the results of the independent sample T-test. Additionally, the correlation coefficient analysis indicated a significant relationship between Work Environment, Career Development, and Employee Retention. Furthermore, the multiple regression analysis demonstrated that Job Satisfaction played a significant partial mediating role in the relationship between Work Environment, Career Development, and Employee Retention. The study suggests that managers in the banking sector should focus on improving the perceived Working Environment and career development plans for employees at various levels. By addressing these aspects, organizations can enhance employee satisfaction and, subsequently, retention. The study underscores the importance of strategic interventions in Working Environment and Career Development to align with organizational goals effectively.

Keywords: Working Environment (WE), Career Development (CD), Job Satisfaction (JS), Employees Retention (ER), Banking Sector.

Introduction

Globally, organizations face a serious difficulty with employee retention. Organizations work hard to keep their valued employees by offering an ideal Working Environment

and possibilities for career development. Fierce competition and open markets, coupled with dynamic environments, create ambiguity and challenges for organizations. To succeed, they need high performance, which research suggests can be influenced by factors like spiritual leadership and workplace climate (Alzghoul et al, 2022). Today, the banking industry is thought to be the engine driving a country's economy, and it contributes significantly to the growth of an economy (Akhter et al, 2020). Top managers can benefit from designing HR procedures and policies to increase retention (Jaseel, 2019). retaining workers in the organization by offering appealing facilities, According to previous studies Ai et al (2022) & Do and Phan, (2020), several factors, like motivation at work and job satisfaction, affect how long employees stay on the job. Workers must receive training in order to acquire the abilities and know-how needed for their positions. (Koteswari, 2020). High employee work satisfaction and contentment levels may be a sign of a profitable business (Ali, 2019). The physical and psychological elements of a workplace that impact workers' dedication, output, and job satisfaction are collectively referred to as the working environment (Aikenwale, 2019). Therefore, it's essential to understand how Working Environment and career development affect employee retention.

The most important resource for any organization growth and achievement is the human being. However, the most challenging assignment for any organization is attracting and retaining employees due to rising competition and globalization. One of the elements that contributes to job happiness is financial compensation (Al Momani, 2017). Employee loyalty and retention within the organization are significantly impacted by career Development (Ali et al., 2022a). Additionally, previous research demonstrates that job happiness has a positive effect on employees' retention (Ali et al., 2022). To stay competitive and try to improve their product and services, organizations devote more time and effort to their competent staff in order to keep them happy, devoted, and engaged. For any organization's existence, effectiveness, and production it increased the pressure on its competent personnel and made sure they were connected to the company. The management of a bank should decide what factors will help the company keep qualified workers in order to compete in the competitive market (GU & Itoh, 2020). Due to the fact that bank employees swap jobs more frequently than they did in the past, employers in the sector now experience significant levels of retention. Banks are currently searching for the best methods for keeping their personnel, such as remuneration and growth possibilities. Career opportunities and remunerations are two different things. Development opportunities involve helping employees advance their careers by helping

them learn new skills, while compensation refers to the cash or non-cash rewards that employees receive for their contributions to the company. Determining how opportunities for advancement and compensation impact banking employees' propensity to remain in their positions is the study's main objective.

Organizations today place more attention on keeping the current Working Environment and reducing employee retention (CIPD, 2020). Because it is challenging to hire qualified personnel. The need for smart and competent people as well as their movement between industries rose due to intense rivalry. Transformative leadership, flexible work arrangements, and open communication encourage innovation among employees (Mert et al., 2021).Comparatively speaking, the banking sector is more competitive than other sectors. Initiatives to keep experienced people on staff avoid the cost of hiring fresh talent and stop them from leaving for other positions. Understanding how important it is to recruit and keep people, managers are pushing staff to stay with the company for an extended period of time. Since having competent employees is the most crucial task for any industry, managers have emphasized the significance of keeping key employees for the success of organizations and developed creative, strategic approaches to human resources to reduce retention rates. (Duah & Danso, 2017).To retain employees, the banking industry uses a variety of human resource initiatives. The most common strategies for retaining staff are favorable pay and growth opportunities (Ahmad et al., 2020). On the other hand, poor workplace conditions can result in low performance, employee unhappiness, and ultimately, staff attrition .This studies lacks certain crucial elements that help a business retained competent employees such as Job satisfaction, career Development (chen et al ., 2022a; prajapat,2022).

Banking sector have to face continuous challenging environment because of national and international pressures and the banking sector employees have to moderate themselves for these changes. To compete with competitive environment the investment in up gradation of employees skills. Employees are happier to remain with their employer if they feel like their careers are developing and growing. Training programs, mentoring, coaching, job rotations, and promotional possibilities are just a few examples of the different ways that career development can take place. The banks face significant challenges in retaining talented and skilled employees, leading to high turnover rates. Higher employee retention rates, reduced retention costs, and better performance are more likely for businesses that support their workers' growth in their careers and well-being. The purpose of this study is to look at how the career development and Working Environment affect district Bannu banking sector employees' retention rates.

Literature Review

Employee Retention

The ultimate effect on personnel in any organization is retention (AlSharafi et al., 2018). Priyanka and Dubey (2016) define employee retention as the process of letting go of a member of an organization. Employee retention is defined by (CIPD) 2020 as employees moving between businesses, professions, and the labor market. The government sector Resignations, attrition, migration, succession, mobility, and staff retention are just a few of the terms used to define employee retention (Zhang, 2016). According to Thirupathy and Dhayalan (2016) Employee retention, also includes the number of workers who quit a company just before the conclusion of their service contracts. Human resource management involves strategically empowering people through planning, coordination, motivation, and control within an organization (SK parker and G Grote et al, 2022). Job satisfaction, stemming from effective career development, influences employee retention by increasing loyalty and commitment to the organization. In today's competitive landscape, organizations strive to retain employees and minimize turnover rates (Kim et al., 2020). This has the advantage of raising. Employee turnover can be decreased as a result of better organizational performance and employees' commitment (Yu et al., 2019).

Net leave and net entrance to the organization are contrasted to determine employee retention (Ferreira & Almeida, 2015). However, according to (Hongvichit, 2015) Retention can also be understood as a person's inclination to leave their workplace. , according to Thirupathy and Dhayalan (2016): voluntariness, availability, and functionality. Employee retention occurs when they voluntarily quit the company due to issues like a poor income, better opportunity, or discontent. On the other side, involuntary occurring retention happens when workers are let go without their consent because of an illness, a death, a transfer to another country, or a dismissal by a superior (Heneman & Judge, 2015).

Working Environment

Workplace climate refers to the welcoming environment and high standard of workspace. A company must view its long-term performance through the eyes of its personnel (Boyce et al. 2015), (Barney, 1986), (Guiso, Sapienza, and Zingales, 2015), (Martinez et al.2014) and (Prat, Gardner, and Seaffeim, 2019). According to Agbozo, (2017) study by the workplace environment has a significant influence on employees' intentions to stay at work and their level of job satisfaction. Ramly (2019) conducted research at the authors conducted quantitative research and randomly chose 430 employees from the Mandiri Bank Indonesia. The conclusion showed that the workplace has a considerable and positive impact on job happiness. In a recent study (Shang, 2018)

conducted in China, the authors interviewed 778 nurses from seven hospitals to learn more about their working conditions and future plans. The outcome showed that stronger work engagement and a lower propensity to quit were positively correlated with the workplace.

Finding and developing talent is one of an organization's top concerns (sparrow & makram, 2015). In accordance with Kundu & Lata (2017). To maintain positive work growth and performance, a firm needs an environment that is friendly. Long term retention is higher among employees who experience a sense of belonging and align with the organization's mission and values. Employees implement the organization based on the work environment (AlSabei, et al.2020). When workers quit to work for other companies, they carry with them the crucial expertise and abilities they acquired there knowledge and abilities acquired within the company, resulting in a depletion of intellectual capital and a competitive advantage for rival companies (Watson et al., 2019). Employees require training to acquire the necessary skills and knowledge that align with job requirements (Koteswari et al., 2020). (Alshurideh, 2019) emphasized that the cost of training a new employee is higher compared to retaining an existing one.

The Working Environment significantly impacts both physical and mental health, crucial for employee retention and well-being. It encompasses three key categories: physical, social, and psychological work environments (McGuiric et al 2015). Job happiness is significantly impacted by both the physical and non-physical environments, claims (Sidik, 2016). Extensive studies (Budie et al., 2019; Keeler and Cortina, 2020; Kniffin et al., 2017; Landay and Harms, 2019) have demonstrated the positive effects of enhancing employee satisfaction with the physical Working Environment on worker productivity and total business productivity. Enhancing the physical Working Environment boosts employee productivity and overall business performance (Budie et al., 2019; Keeler and Cortina, 2020; Kniffin et al., 2017; Landay and Harms, 2019). It is imperative that effective human resource management be implemented correctly in order to improve an organization's financial standing and provide high-quality services (Mahapatro BB et al., 2022). Employees have a significant impact on how customers perceive a business's standing and products (Gorji et al., 2021; Maertz et al., 2007).

Employees Career Development

Opportunities for employee career development are defined as a worker's opportunity to climb the corporate ladder (Bayarçelik & Findikli, 2016). Organizations must pay particular attention to staff learning since it contributes to employee retention (Guan & Frenkel, 2019). One way that a corporation can differentiate itself in terms of human

resources is by offering excellent training. The positive impacts of the career Development lead to a rise in the employee's capacity and their development as experts. While keeping up with technological advancements and expanding their knowledge and abilities to meet market demands. Employees are encouraged to accomplish both personal and professional goals through training and development programs. Training and development strategies have been shown to improve employee psychological health and organizational productivity. They decided to stay with the company because they felt it offered them adequate opportunity (Mehrez & Bakri, 2019). The reasons for the employee's resignation are inadequate supervision, insufficient training and professional growth chances, and insufficient attention. These days, companies seek loyalty and retention from their employees in exchange for training investments (Hanaysha, 2016). Opportunities for training and development, which are coveted by highly qualified professionals, have an impact on employee retention (Kamalaveni et al., 2019).

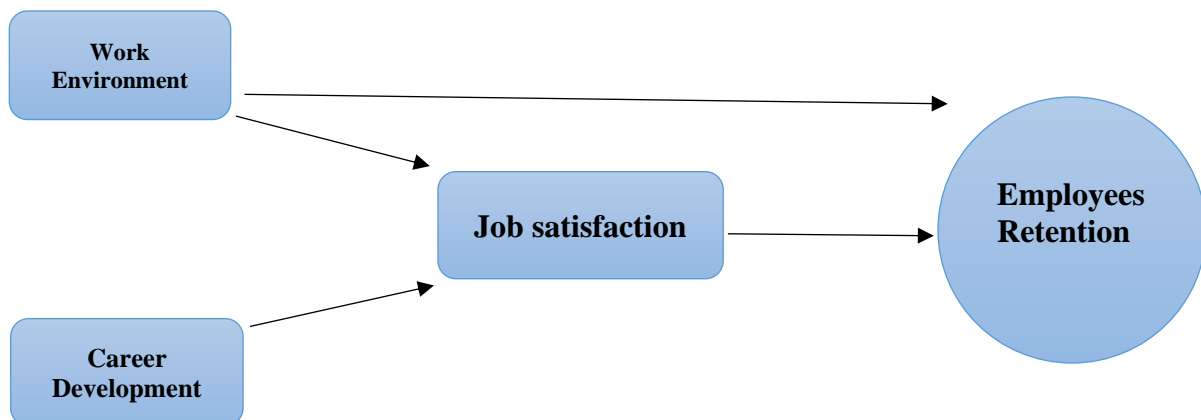
According to Awasthi & Kumar (2016) there are a number of schools of thought that focus on work-focused development activities for employees, such as career planning, coaching, mentoring, counseling, and teaching. Cloutier (2015) stressed the need to prioritize employee retention strategies within organizational planning. Duah and Danso (2017) examined how staff retention is affected by training and development. Their study, based on 100 questionnaire responses, revealed that employees acknowledged the positive influence of training on retention. Cloutier et al. (2015) emphasized identifying and utilizing effective strategies for employee retention. Their study concentrated on pinpointing the most impactful approaches that positively influence and encourage employees to stay within the organization. Employees can match the goals of the company with their own personal and professional aspirations through career development.

Jaseel (2019) highlighted that employee training positively impacts wages and job satisfaction, contributing to improved employee retention. Good performance and work performance are determined by the employee job satisfaction (Hajjali AM and Fara casi b et al, 2022). Training significantly contributes to improved employee retention, training positively impacts organizational productivity, profitability, and helps in reducing migration of skilled employees to competitors, thus avoiding associated hiring costs (Chepkosgey et al., 2015; Jaseel, 2019; Chen, 2014; Alshurideh, 2019). Nguyen and Duong, (2020) determined the key elements that affect employee retention, stressing that job performance, job happiness, and training all have a favorable impact on keeping young

workers in a company. Every employee must be guided by career development as one of the essential HR functions ((Nuraeni et al., 2022). Further, (Chaaban et al. 2023).

Job satisfaction

AbuAlrub et al (2017) reveals a robust connection between the work environment, job satisfaction, and organizational commitment. Workers find fulfillment in knowing that their efforts advance the interests and contentment of customers (Y Mao J He et al 2021). Employee retention is highly predicted by job satisfaction. Empowering employees through collaboration models improves knowledge, attitudes, and utilization, ultimately enhancing the quality of health services (W liu et al 2017). Favorable relationships between supervisors and employees have a favorable impact on job satisfaction, as demonstrated by (Skelton et al, 2019). Frye et al. (2020) affirmed that a pleasant working environment is linked to increased overall job satisfaction for employees. Similarly Narayanan et al. (2019) emphasized that the perceived quality and desirability of the workplace play a crucial role in enhancing employee job satisfaction. In the fast evolving modern economy with rapid technological advancements, knowledge is a critical organizational asset. Therefore, retaining skilled employees is increasingly crucial, given the significance of their expertise (Narayanan et al., 2019; Khan et al., 2021). Frye et al. (2020) contend that training and performance appraisal directly impact job satisfaction levels. A robust management system aims to ensure employee satisfaction, understanding its role in achieving overall customer satisfaction (B Al kurdi et al 2020). Fauzi et al. (2013) and Aydogdu and Asikgil (2011) confirm that employees content with their working hours, work environment, and job characteristics are less inclined to leave the organization, especially when they feel comfortable and at ease. Job satisfaction remains a fundamental concern for both private sector and government organizations in developing countries (Torlac, 2019). Job satisfaction plays a pivotal role as a link between career development and employee retention in the banking sector Proposed Model.





Research Methodology

This section provides a description of the techniques and protocols utilized to carry out the current study investigation. These approaches are critical to reaching the study's goals since they provided comprehensive instructions that ensured the successful measures required for the research study in every way from the beginning to the end through the use of supported tools and techniques.

Sample/Data

The sampling strategy employed in this study was convenient. Field (2013) recommended that a sample size of at least thirty, while lesser than five hundred is justifiable. Keeping in mind that the entities chosen from the population will serve as a representative sample for the full research population, Siegel (2003) explains. The process of selecting specific elements from the entire population for the purpose of drawing conclusions that apply to the entire population is known as sampling. (Cooper and Schindler, 2003). Following these recommendations, 280 employees were chosen by the study's design to participate in the questionnaire survey. After the completed questionnaires were collected, a total of 280 questionnaires were delivered to the Banking various Banks of District Bannu in order to gather data from the respondent. For analysis, 168 questionnaires were considered valid.

Instruments and measures

The survey instrument of the current research address two important objectives: First is to examine the relationship of different variables with employee job satisfaction. Second, to gather information about the various characteristics of the respondents that can be used to comprehend the deviations in different classes. The survey instrument encloses two sections. Section 1 contains different personal and demographic variables. This section will attain the respondent's information about gender, age, tenure, income and education. Section 2 consists of the latent variables that are significant in the present research. These variables include Work Environment, Career Development, job Satisfaction, towards employee's retention. This segment of the study is developed based on the previous researches and already used questionnaires Work Environment.

The questionnaire used for measuring banking employees' responses about their workplace is adapted from (Palwasha et al. 2018). The Working Environment has four

items on the instrument, and all research questions are on 5-point Likert scales, with 1 denoting strongly disagree and 5 denoting strongly agree.

Career Development

The (Palwasha et al. 2018) questionnaire was used to measure banking employees' career development responses. The four professional development items on the instrument use 5-point Likert scales for all study questions, with 1 denoting strongly disagree and 5 denoting strongly agree.

Employee Retention

The questionnaire used to measure banking employee's responses for retention was taken from (Palwasha et al. 2018). The tool has four work-related employee retention items, with all study questions using 5-point Likert scales from 1 = strongly disagree to 5 = strongly agree.

Job Satisfaction

Using a questionnaire adapted from (Corne & Roelen, 2008), banking employees job satisfaction responses were measured. All study questions were on 5-point Likert scales, with 1 denoting strongly disagree and 5 denoting strongly agree.

Procedure

The questionnaire was circulated among 280 respondents in Banks of District Bannu. These respondents are chosen based on the criteria above stated. Before giving the questionnaire, the objective of study and questions were described to the respondents so they can easily fill the questionnaire with appropriate responses. A total of 168 questionnaires were selected and rest of the questionnaires was not included in the further analysis due to half-finished or worthless responses. After collecting the completed questionnaires from employees of various organizations, these questionnaires were entered into the SPSS sheet for further analysis.

Table 1. Profile of the Respondents

	Category	Frequency	Percentage
Variable			
Gender	Male	139	82.7
	Female	29	17.3
Age	21-30 years	73	43.5
	31-50 years	89	53
	50 and above	6	3.6
Experience	1-3 years	37	22
	4-6 years	63	37.5

	7-10 years	42	25
	Above 10 years	26	15.5
Income	17000 - 30000	13	7.7
	31000 - 45000	60	35.7
	Above 45000	95	56.5
Education	Intermediate	2	1.2
	Bachelor	19	11.3
	Master	118	70.2
	Others	29	17.3
Marital status	Single	59	35.1
	Married	109	64.9

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std.	Skewness
Kurtosis	Statistic	Statistic	Statistic	Statistic	Deviation Statistic	Statistic
M_WE	168	1.00	5.00	4.2619	1.46639	-.390
M_CD	168	1.00	5.00	4.5402	1.37893	-.750
M_JS	168	1.00	5.00	4.4196	1.44519	-.499
M_ER	168	1.00	5.00	4.5905	1.36049	-.640

The above given displays the information on the overall data of my study. The whole population represented by N in the table as the total number of study participants as well as the mean skewness, kurtoses, maximum and minimum data values, standard deviation, and other crucial descriptive statistics information are all provided by this descriptive statistics. Skewness and kurtosis values should fall between ± 1.96 and ± 2.85 ,

according to the study (Khattak et al., 2017). The skewness and kurtosis scores in this investigation suggest that the data is regularly distributed

Reliability Analysis

Table 3. Alpha Reliability of Work Environment

Subscale	No of Items	Alpha Coefficient	N
Work Environment	4	.804	168

Table 8 above displays the Working Environment (WE) variable's reliability statistic. The study's scale, which measures the Working Environment (WE), is reliable .Because this scale consists of four items with an alpha value of.804.

Table 4: Alpha Reliability of Career Development

Subscale	No of Items	Alpha Coefficient	N
Career Development	4	.833	168

The reliability statistics for the variable naming Career Development (CD) are displayed in Table 9 above. The four questions on the scale, which have an alpha value of.833, indicate the reliability of the scale this study used to measure career development (CD).

Table 5: Alpha Reliability of Job Satisfaction

Subscale	No of Items	Alpha Coefficient	N
Job Satisfaction	4	.826	168

The reliability statistics for the variable referred to as Job Satisfaction (JS) are displayed in Table 10 above. Four items on the scale with an alpha value of.826 indicate the reliability of the scale this study used to measure job satisfaction (JS).

Table 6: Alpha Reliability of Employees Retention

Subscale	No of Items	Alpha Coefficient	N
Employees Retention	5	.838	168

The Employees Retention (ER) variable's reliability data are displayed in Table 11 above. The five-item scale, which has an alpha value of.838, indicates the reliability of the scale this study used to measure employees' retention (ER).

Correlation Analysis

Table 7: Correlation Analysis

		W.E	C.D	J.S	E.R
W.E	r	1	.560**	.470**	.500**
	p	.000	.000	.000	.000
C.D	r	.560**	1	.749**	.721**
	p	.000	.000	.000	.000
J.S	r	.470**	.749**	1	.735**
	p	.000	.000	.000	.000
E.R	r	.500**	.721**	.735**	1
	p	.000	.000	.000	.000

**Correlation is significant at .01 level (2 tailed)

*Correlation is significant at .05 level (2 tailed)

A correlation matrix displays the relationship between the independent and dependent variables. Here in this table 12 Employees Retention (ER) is dependent variable and Working Environment (WE), Career Development (CD) are independent variables. The Job Satisfaction (JS) is playing a role of mediating variable between the independent variables W.E, C.D and the dependent variable E.R. According to the above findings, the dependent variable ER, and the independent variable WE, CD have a positive relationship. JS, the mediating variable, there is a 95% confidence interval showing a significant correlation between JS and other independent variables.

Regression Analysis

The Problem

To investigate if Working Environment and career Development has impact on Employees Retention in Banking sector of District Bannu

Hypothesis

H₁ There is a significant impact of Working Environment and Career Development on Employees Retention.

The hypothesis investigates if career development and Working Environment have a major influence on employee retention. To test hypothesis H1, the dependent variable Employees Retention was regressed on the predictor variable Work Environment, CD. It is evident that WE and CD can have a substantial influence on ER (b=.3825, p < 0.001), since WE and CD strongly predicted ER, F (94.475), p < 0.001. The favorable effects of the WE and CD are clearly directed by these outcomes. Furthermore, R² =.534 indicates that

53.4% of the variance in ER is explained by the model. The findings are summarized in Table 14.

Table 8:

Hypothesis	Regression weights	Beta coefficient	R ²	F	P value	Hypothesis supported
H ₁	WE+CD → ER	.3825	.534	94.475	.000	Yes

The Problem

To investigate if Working Environment and career Development has impact on Job Satisfaction in Banking sector of District Bannu

Hypothesis

H₂ There is a significant impact of Working Environment and Career Development on Job Satisfaction.

The Hypothesis tests if Working Environment and Career Development carries a significant impact on Job Satisfaction. The Dependent variable JS was regressed on Predicting variable WE, CD to test the hypothesis H2. WE and CD significantly predicted JS, F (106.974), $p < 0.001$, which indicates that WE and CD can play a significant role in shaping JS ($b = .4075$, $p < 0.001$). This results clearly direct the positive effect of the WE and CD. Moreover, $R^2 = .565$ depicts that the model explains 56.5% of the variance in JB. Table 15 shows the summary of the findings.

Table 9:

Hypothesis	Regression weights	Beta coefficient	R ²	F	P value	Hypothesis supported
H ₂	WE+CD → JS	.4075	.565	106.974	.000	Yes

The Problem

To investigate if Job Satisfaction has impact on Employees Retention in Banking sector of District Bannu

Hypothesis

H₃ There is a significant impact of Job Satisfaction on Employees Retention.

The Hypothesis tests if Job Satisfaction carries a significant impact on Employees retentions. The Dependent variable ER was regressed on Predicting variable JS to test the hypothesis H3. JS significantly predicted ER, F (195.170), $p < 0.001$, which indicates that JS can play a significant role in shaping ER ($b = .692$, $p < 0.001$). This results clearly direct

the positive effect of the JS. Moreover, $R^2 = .540$ depicts that the model explains 54% of the variance in ER. Table 15 shows the summary of the findings.

Table 10:

Hypothesis	Regression weights	Beta coefficient	R ²	F	P value	Hypothesis supported
H ₃	JS → ER	.692	.540	195.170	.000	Yes

The Problem

To investigate if Work Environment, Career Development and Job Satisfaction has a significant impact on Employees retention.

Hypothesis

H₄. There is a significant relationship between Working Environment, Career Development and Job Satisfaction on Employees Retention in Banking sector of District Bannu

4.5 Mediation Analysis

The study assessed the mediating role of Job Satisfaction on the relationship between work Environment, Career Development and Employees Retention. The Results revealed a significant indirect impact of Work Environment, Career Development on Employees retention. Furthermore, the direct effect of Work Environment, Career Development on Employees Retention in presence of the mediator was also found significant. Hence Job Satisfaction partially mediated the relationship between Work Environment, Career Development and Employee Retention. Mediation analysis summary is presented below in table 16 and 17.

Table 11:

Relationship	Effects	Beta Co-efficient	t-statistics	P Value	LLCI	ULCI	Conclusion
WE → JS	Indirect	.4631	6.8578	.000	.3297	.5964	
JS → ER	Indirect	.2799	11.1149	.000	.4971	.7118	
WE → ER	Direct	.1837	3.4269	.000	.0778	.2895	
WE_ JS_ ER	Total Effect	.4636	7.4318	.000	.3404	.5867	Partial Mediation

- a) The effects of Working Environment on Employees retention in the presence of mediating variable Job Satisfaction.

The total effects will be equal to Path-a*Path_b+Path_c. In the below figure, Path_a represents the relationship between WE and JS and Path_b represents the relationship between JS and ER, and Path_c represents the relationship between WE and ER so its respective path beta co_efficient are;

$$\text{Path}_a * \text{Path}_b + \text{Path}_c$$

$$(.4631) * (.6045) + (.1837) = (.2799) + (.1837) = .4636$$

$$\text{Indirect} + \text{Direct effects} = \text{Total effect} = .4636$$

The W|E has a significant indirect effect on JS (b=.4631, P<.000) which brings 46% change in Job Satisfaction of employees and its t-statistics (6.8578) is greater than (1.96) and there is no zero in between the LLCI (.3297) and ULCI (.5964) and the JS has also a significant indirect effect on ER (b=.6045, P<.000) which shows 60% change in employees retention and its t_statistics (11.1149) is also greater than (1.96) and there is no zero in between the LLCI (.4971) and ULCI (.7118). The direct effect of WE on ER is also found significant (b=.1837, P<.000) which shows 18% change in employees retention having t_statistics (3.4269) greater than 1.96 and there is no zero in between LLCI (.0778) and ULCI (.2895). Now the total effect of WE on ER in the presence of mediating variable JS is also found significant (b=.4636, P<.000) which shows 46% change in employees retention having all other statistical value accurate. According to the above discussion, there is partial mediating effect of JS between WE and ER.

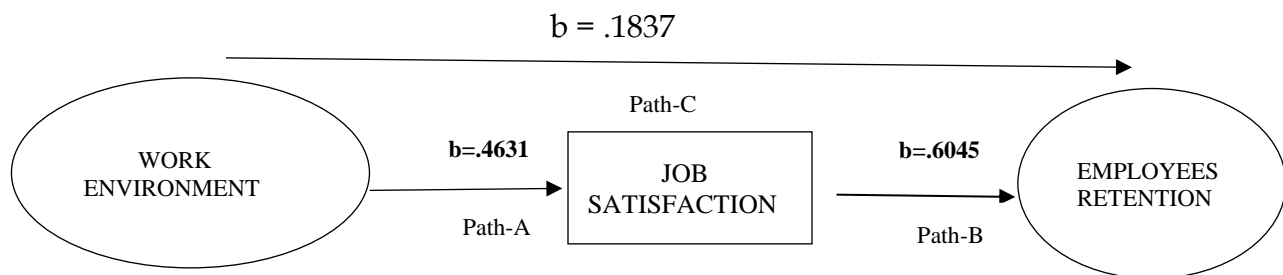


Table:12

b)The effect of career Development on Employees Retention in the presence of mediating variable Job Satisfaction.

The total effect will be equal to $path_a * path_b + path_c$. in the below figure, path_a represents the relationship between CD and JS, and path_b represents the relationship between JS and ER, and path_c represents the relationship between WE and ER. So its respective paths beta co_efficient are;

$$Path_a * path_b + path_c$$

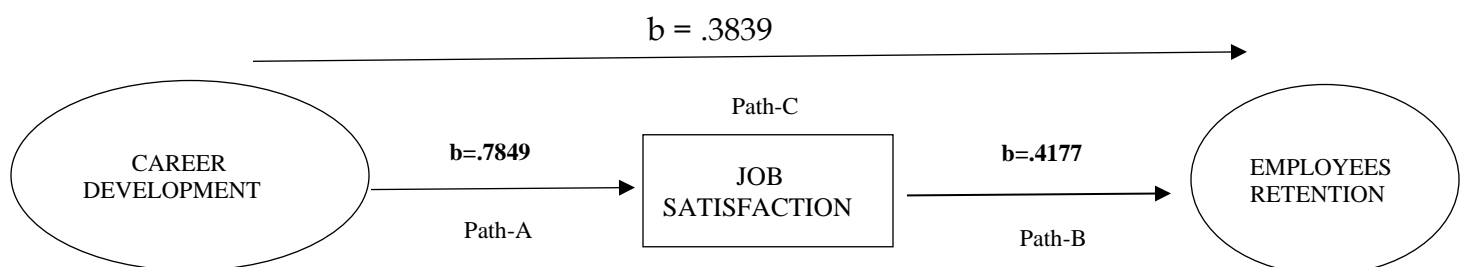
$$(.7849) * (.4177) + (.3839) = (.3278) + (.3839) = .7117$$

$$Indirect + direct effects = Total effect = .7117$$

The CD has a significant indirect effect on JS ($b = .7849, P < .000$) which brings 78% change in Job satisfaction of employees having t-statistics (14.5599) is greater than 1.96. and there is no zero in between LLCI (.6784) and ULICI (.8913). the JS has also a significant indirect effect on ER ($b = .4177, P < .000$) which shows 41% change in employee retention having its t_statistics (6.0238) is greater than 1.96. and there is no zero in between LLCI (.2808) and ULICI (.5546). the direct effect of WE on ER is also found significant ($b = .3839, P < .000$) which brings 38% change in Employees retention having t-statistics (5.2833) is greater

Relationship	Effects	Beta Co-efficient	t-statistics	P Value	LLCI	ULCI	Conclusion
CD → JS	Indirect	.7849	14.5599	.000	.6784	.8913	
JS → ER	Indirect	.4177	6.0238	.000	.2808	.5546	
CD → ER	Direct	.3839	5.2833	.000	.2405	.5274	
CD--JS--ER	Total Effect	.7118	13.4219	.000	.6071	.8165	Partial Mediation

than 1.96 and there is no zero in between the LLCI (.2405) and ULICI (.5274). Now the total effect of WE on ER in the presence of mediating variable JS is also found significant. ($b = .7117, P < .000$) which shows 71% percent change in Employee retention of the employees having all other statistical values accurate. According the above discussions, there is partial mediating effect of JS between WE and ER.



Findings of Study

The study's comprehensive results demonstrate the significance of both the Working Environment and career development on employee retention, with a specific focus on the mediating role of job satisfaction. The study reveals that the Working Environment significantly influences employee retention rates. A positive and conducive Working Environment is found to contribute to higher job satisfaction among employees, thereby influencing their decision to stay with the organization. In the same direction, the research explores the relationship between career development programs and employee retention. It emphasizes that workers are more inclined to stick around for a long time if they believe there are clear and prospective career opportunities within the organization. Career growth is essential for keeping talent because it gives people a feeling of direction and advancement in their jobs.

Furthermore, the results highlight how job satisfaction acts as a mediator in this relationship. One important element that connects the effects of career growth and Working Environment on employee retention is job satisfaction. Work satisfaction serves as a mediator by strengthening employees' loyalty to the company, which raises retention rates overall. The study provides detailed insights into how the Working Environment and career development collectively influence employee retention, elucidating the mediating mechanism of job satisfaction in this dynamic. These findings offer valuable implications for organizations seeking to enhance employee retention strategies by optimizing the work environment, fostering career development, and prioritizing job satisfaction.

Discussion of Study

This section provides a detailed discussion of the study, which aimed to investigate the relationship between variables by collecting data from employees in banking sector in District Bannu. Convenient sampling was employed to select participants, The study specifically sought to explore the connection between the causes of retention and the job satisfaction of bank's employees in District Bannu. The independent variables in this study were identified as Work Environment, Career Development, and Job Satisfaction as mediating variable. These factors were considered the causes of retention. On the other hand, the dependent variables was Employees Retention, representing the behavioral outcomes of the employees. The study concentrated on the all sections of a bank,

providing insights into the specific dynamics within this crucial organizational segment. By examining the relationships between the identified factors of retention and the corresponding behavioral outcomes, the research aims to contribute valuable insights into the factors influencing employee retention within the context of different banks in District Bannu.

To facilitate data collection, researchers employed a questionnaire specifically designed for gathering information on predetermined variables. A total of 180 questionnaires were generated and distributed through google form, out of which 168 were deemed valid, while 12 were rejected due to inaccuracies and a lack of seriousness on the part of respondents in completing the questionnaire. Subsequently, the collected data underwent various essential econometric tests to assess its reliability and validity. The results of the reliability and validity tests, as presented in Chapter 4, were found to be positive and satisfactory. As explained in further detail in Chapter 4, the study found a positive and substantial association between the factors. The study investigated the relationship between the two retention related factors career development and work environment. The results show that work environment, motivation, and leadership style affect employees job satisfaction and performance at the Pekanbaru City Environment and Hygiene Department (langgeng wahyudi, harry patun panjaitan, 2023).

The findings of the present study align with those of Khusni Mubarok and Suparmi et al January (2023), indicating that there is a positive and significant influence between the Working Environment on employees performance, effects of Working Environment and work responsibilities on employees performance at Demak Agung mosque Instead of focusing on designated tasks or projects. Additionally, this study investigated the relationship between the retention-related parameters. A strong and positive correlation between these variables was found in the results. High work satisfaction was correlated with high staff retention rates inside the firm. This finding is in line with a prior study conducted by Mahfuja Khatun and Munni Khatun (2023), which established a positive relationship between development opportunities and compensation on employees retention, a comparative study on banking industry of Bangladesh. Additionally, the study highlighted a direct proportionality between development opportunities and the overall employee's retention of the organization. To enhance the level of retention in different banks, managers should actively manage factors that can potentially lead to job satisfaction within the organization. By exerting control over these factors, the likelihood of employees exhibiting satisfying behavior or contemplating leaving their current job is significantly reduced.

Conclusion of Study

In conclusion, it is evident that the Working Environment and career development opportunities within an organization wield substantial influence over employee retention. A positive Working Environment fosters a sense of belonging, job satisfaction, and overall well-being among employees. Simultaneously, providing avenues for career growth and development not only enhances employees' skills but also demonstrates a commitment to their professional progress. Organizations that prioritize creating a positive and supportive work culture, coupled with robust career development programs, are more likely to retain their workforce. Employee retention is not merely about compensation; it's about fostering an environment where individuals feel valued, challenged, and have opportunities for continuous growth. As businesses navigate the complexities of talent management, acknowledging and addressing the impact of Working Environment and career development is paramount to building a resilient and committed team.

The positive impact of a conducive Working Environment on employee retention cannot be overstated. A nurturing and supportive workplace not only enhances job satisfaction but also contributes significantly to employees' overall well-being. People are more likely to build close relationships with their company when they feel appreciated, engaged, and valued at work. A supportive workplace culture creates a feeling of community and camaraderie, which in turn encourages employee commitment. Organizations that prioritize creating a culture of open communication, recognition, and work-life balance create an atmosphere where employees are motivated to stay and contribute to the success of the organization. Furthermore, there is a direct link between higher productivity and creativity and a positive work environment. When workers feel free to voice their opinions and are supported in doing so, they are more likely to give their best work. Consequently, this leads to the organization's general prosperity and expansion.. Recognizing the positive impact of a supportive Working Environment is essential for businesses aiming to retain their talent. As organizations strive to attract and keep skilled professionals, creating and maintaining a positive workplace culture stands out as a key driver for employee retention in the dynamic and competitive landscape of today's professional world.

The impact of career development on employee retention is profound and multi-faceted. Providing opportunities for professional growth and advancement is not just a strategic investment for organizations; it is a critical factor in cultivating a committed and satisfied workforce. Employees are more likely to remain committed to their jobs and

remain engaged if they believe there is a clear path for career advancement within the company. Career development initiatives not only enhance employees' skills and capabilities but also signal a commitment from the organization to invest in its workforce. This commitment can foster a sense of loyalty and long-term dedication among employees. Furthermore, career development contributes to employee satisfaction by aligning individual goals with organizational objectives. When employees see a connection between their personal aspirations and the opportunities provided by the organization, they are more likely to feel valued and motivated to contribute their best efforts.

Organizations that emphasize and actively promote career development are better positioned to recruit and keep top talent in today's dynamic and competitive employment market, where talent retention is a constant concern. As such, fostering a culture that encourages continuous learning, skill-building, and advancement not only benefits individual career trajectories but also strengthens the overall resilience and success of the organization. In conclusion, recognizing and investing in the significant impact of career development on employee retention is a strategic imperative for any forward-thinking and employee-focused organization. The interplay between work environment, career development, and employee retention reveals the pivotal role of job satisfaction as a mediating variable. A positive Working Environment and robust career development opportunities are integral components in shaping an employee's overall job satisfaction.

Job satisfaction, therefore, emerges as the mediating variable that bridges the effect of career development and the workplace on employee retention. When employees are content with their Working Environment and see a trajectory for career growth, job satisfaction becomes a driving force in their decision to stay with the organization. Organizations that recognize and actively manage these interconnected factors can foster a more engaged and committed workforce. By understanding the mediation of job satisfaction, businesses can strategically enhance both the Working Environment and career development programs to positively influence employee retention. The synergy between work environment, career development, and job satisfaction is crucial for building a resilient and satisfied workforce, ultimately contributing to long-term employee retention and organizational success.

Recommendations

- i. Working Environment (WE) stands as a crucial tool employed by organizations to motivate their employees in alignment with strategic objectives. Consequently, Banking organization's management must ensure the effective application of the

WE technique to encourage commendable performances that contribute to the realization of desired organizational goals.

- ii. Career Development (CD), a vital component plays a crucial role in directing efforts toward desired objectives. As such, banking organizations need to prioritize the effectiveness of career developments processes to enable employees and managers to efficiently and effectively attain desired objectives, leading to improved outcomes.
- iii. The Job Satisfaction is instrumental in involving employees and managers in the decision-making processes, encompassing both formation and implementation. Consequently, management should prioritize empowering employees by emphasizing the delegation of authority. This empowerment serves to inspire employees and managers, fostering a sense of responsibility and ensuring effective performance of their roles within the respective organizations.
- iv. In general, Banking organizations, management must assume a proactive and authoritative stance to ensure the efficacy of decision-making. This involves providing appropriate and influential guidance for the implementation of key aspects of Working Environment and Career Development, both in principle and in practice. Such proactive management is crucial for fostering effective performance within these organizations and ultimately achieving their objectives.

Future Recommendations of Study

- i. Subsequent researchers should explore these variables in diverse contexts to conduct comparisons and contrasts between the current study's findings and those of future research investigations. This will contribute valuable insights to the existing knowledge base on Work Environment, Career Development and employees' retention.
- ii. Future researchers need to investigate potential mediators in the relationships between the mentioned variables, such as Leadership Style and Compensation. This exploration aims to yield more comprehensive results regarding the issues under consideration.
- iii. Future researchers are tasked with exploring potential moderators in the relationships between the mentioned variables, such as Work Responsibilities and organizational Culture. This examination is crucial for obtaining more nuanced and improved results regarding the issues under consideration.

- iv. Future researchers are advised to draw practical insights from the research methodologies employed in this study. This will facilitate the ease of adopting similar methods and procedures for conducting their studies in various contexts.

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