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Exploring the Impact of Career Growth Opportunities and Work-Life Balance on Employee Retention

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A B S T R A C T

Objective: This research is intended to explore the influence of career development prospects and professional and personal life balance on employee retention within an organization. It seeks to uncover the differential effect of these factors on retention rates across different industries and cultural landscapes providing insights into their interplay within diverse organizational contexts.

Methodology: Data collection involved enumerators who were preferably known to most of the potential respondents and collected information from various sectors. A well-structured questionnaire guided the enumerators through the whole process. From the 120 questionnaires, a total of 89 collected questionnaires were analyzed using Partial Least Squares-Structural Equation Modelling (PLS-SEM) to warrant rigorous study on the constructs.

Results: Findings show that training and development have impacted emotional exhaustion positively. It is also found that emotional exhaustion has a positive impact on employee retention. Moreover, training and development positively impact employee engagement. Employee engagement has a significant impact on employee retention. Work-life balance was found to have a positive impact on perceived organizational support. Perceived organizational support is linked with excess rate of employee retention.

Implications: This research is novel in examining the moderating roles of the workplace environment and recognition mechanism on career advancement opportunities-employee retention relationship with particular focus to the mediating role of employee engagement. This contribution fills a critical gap in the existing literature by providing a detailed analysis of these dynamics.

Keywords: Career growth, Work-life balance, Employee Retention, Job Satisfaction, Employee Engagement, Organizational Commitment.

1. INTRODUCTION

The retention of the competent and motivated employees stands as a cornerstone for organizational prosperity and continuity. Empirical evidence underscores the significance of career growth opportunities and a balanced work-life paradigm as pivotal determinants of employee loyalty and retention (Allen *et al*., 2003; Meyer & Allen, 1997). Nonetheless, the efficacy of these factors is not uniform across various industrial sectors and cultural milieus, necessitating a comparative investigation to distil their impact on employee retention strategies.

Objectives of the Study

This study is propelled by the objective to scrutinize the effects of career progression avenues and work-life balance on retention across diverse industries and cultural settings, aiming to:

1. Identify and evaluate the influence of nuanced centrality measures on our comprehension of employee retention and engagement across different organizational contexts.
2. Explore innovative methodologies for secure and ethical acquisition of sensitive data about employee retention and engagement.
3. Examine the ramifications of employee aspirations and perceived organizational achievements on retention mechanisms within varied industrial and geographical landscapes.
4. Assess the impact of cultural and economic factors on employee retention and engagement, with a focus on organizational diversity.
5. Broaden the scope of stakeholders considered in retention and engagement research to include employees, organizational leaders, and policy framers.

By conducting a comparative analysis of the role played by career advancement opportunities and work-life balance in employee retention, this research aspires to uncover pivotal insights into the factors that influence retention across different industries and cultures. Furthermore, it seeks to offer actionable recommendations for enhancing organizational retention strategies, thereby contributing valuable knowledge to the domain of human resource management and organizational behavior.

Research Gaps

The current study identifies series of methodological and thematic gaps that deserve thorough exploration in future research. Such gaps are the call for more extensive centrality measures, innovative approaches towards data collection, adoption of the mixed-methods approach for the intricate understanding of the workplace dynamics, and wider stakeholder and organizational settings representation. In addition, a clearer linkage has been established from the turnover phenomena to the assessment of the underpinnings of retention mechanisms in parallel with the examination of the consequences of employees' aspirations, as well as their impressions of organizational performance, and the effect of different cultural and economic environments. It needs to be noted that there are conspicuous gaps in articulating the holistic cognition about the varied factors having an impact on retention and engagement of employees over varied organizational settings and cultural backgrounds.

Statement of the Problem

Although much literature exists on the retention and engagement of employees, the current research identifies some major gaps. All these are in a way tempered by some range of centrality metrics, conventional methods in the sense that possibly compromise the confidentiality of collected data, and in some sense, a recognition of the different range of stakeholders and organizational forms is somewhat limited. Those links are central, absolutely to reach a comprehensive view with regard to the determinants which are impacting the retention and engagement of staff across the different business sectors and scenarios. Future research will be needed to

understand the mechanisms of retention, coupled with the need to measure the effect of employees' goals taken with organizational performance perceptions and the consequences of cultural and economic contexts that differ for employee retention and involvement strategies. Future research efforts in these areas would be of great contribution to our knowledge and strategies on employee retention and engagement, great insights for scholarship, as well as practice in the human resource management field.

2. LITERATURE REVIEW

The essential challenge that organizations face on a global scale is retaining their employees. Maintaining a competent and talented workforce is crucial to a company's growth and success. Research has shown that providing opportunities for career advancement and a work-life balance are important factors in employee retention (Allen *et al.,* 2003; Meyer & Allen, 1997). It is crucial to analyze the impact of these variables through comparative studies because they may differ depending on the specific industry and cultural situation. Research shows that workers are more inclined to remain placed if their companies provide opportunities for advancement and have an appropriate work-life balance (Noe *et al.,* 2020). As mentioned by Raza *et al.,* (2021), career development chances allow employees to have the chance to learn, develop, and gain new information and abilities. When people are happy and fulfilled in their personal and professional lives, they are thought to have work-life balance. According to Clarke (2018), workplace safety measures are introduced to reduce the likelihood of harm coming to workers as they go about their daily tasks.

The level of assistance that employees feel they are receiving from their employer is referred to as perceived organizational support (Eisenberger *et al*., 1986). Job satisfaction is the pleasant or positive emotional state that arises from evaluating one's employment or work experiences. Moreover, how dedicated workers are to staying with the firm and doing their part to make it successful is one indicator of employee loyalty (Chang *et al*., 2019). A successful company is one that can hold on to its employees for a long time. Organizations strive for employee retention when they provide competitive salary, opportunities for career progress, and a positive work environment (Ishizaka *et al*., 2023).

According to Ishtiaq *et al*., (2023), social trade theory elucidates how individuals establish and sustain relationships by exchanging goods and services. This line of reasoning presupposes that majority of the individuals become emotionally attached to others with the expectation of obtaining something advantageous or favorable from the interaction. According to this concept, the degree of advantage or disadvantage that one expects to gain from a connection influences the caliber and duration of that relationship (Blau, 1964). Organizational support theory (Jamil *et al*., 2023) elucidates how perceptions of support translate into favorable results in terms of employee attitudes and behaviors, both at the organizational and individual levels. According to Eisenberger *et al*., (1986), employees are more inclined to have a sense of commitment, satisfaction, and passion toward their work when they perceive that their boss values their viewpoints. Moreover, factors such as training and development, emotional exhaustion, employee engagement, recognition and reward, career growth opportunities, work-life balance, perceived organizational support, workplace safety, job satisfaction, and loyalty were found in another survey to contribute collectively to the retention of employees (Jamil, Khan & Seraj, 2023). The presence of interconnected components indicates a sense of moderation in the interaction. For instance, efforts have been made to improve employee involvement and retention by implementing training and development activities (Iqbal *et al*., 2019). Emotionally depleted employees are more prone to job turnover (Ahmad *et al*., 2021). The findings of another study indicate that employees demonstrate greater commitment when they see opportunities for career progression (Sulaiman *et al*., 2021), and that a favorable equilibrium between work and personal life enhances employees' feelings of support from the firm (Qian *et al*., 2021). Shah *et al*., (2020) found that reward and recognition programs can influence the connection between employee engagement and retention. According to Tajuddin *et al*., (2020),

employees experience greater job satisfaction and loyalty when they believe their workplace to have a higher level of safety. Retention rates are positively correlated with employee job satisfaction (Wang *et al.*, 2021) and employee loyalty towards their employers (Almeida *et al.*, 2021). These variables are the ones that firms should focus to enhance employee loyalty and retention, hence fostering the success and expansion of companies (Jamil, 2023).
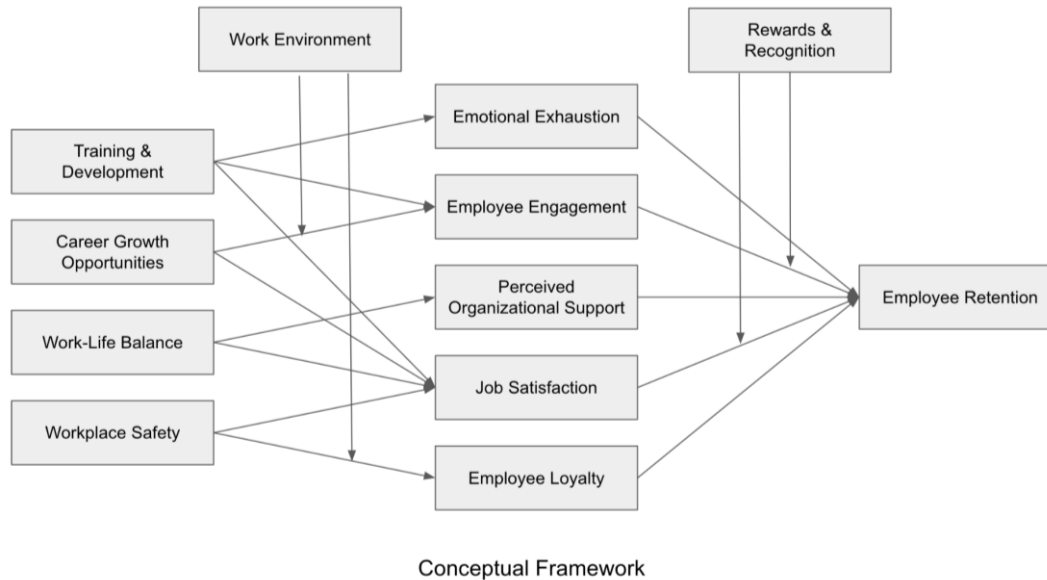
Conceptual Framework

Conceptual Framework

Figure 1. Conceptual Model of the Study.

Hypotheses Development

This solution developed by in light of above conceptual framework as shown in Figure **1**.

Training and Development & Emotional Exhaustion

According to the relationship of training and development with emotional exhaustion of an employee, the hypothesis is developed to present that there is a significant relationship of training and development with emotional exhaustion of an employee, because the more an employee receives the opportunities of training and development, the lower he is expected to face emotional exhaustion. Such support for this concept is evidenced in previous studies, such as that by Karatepe and Olugbade (2015), which found a strong inverse association between training and emotional weariness among hotel workers. In the same way, the study of Akinboye *et al.*, (2019) in Nigerian bank employees also confirmed that training and development opportunities significantly lowered emotional exhaustion among the employees. It made clear that the provision of training and development opportunities improved the well-being of employees and let them cope better with job demands, resulting in reduced emotional exhaustion. Bakker *et al.*, (2008) found in their study that the opportunities for training and development exposure were associated with job resources and reduced emotional exhaustion in healthcare workers (Khan & Khattak *et al.*, 2023). In general, these studies would point to training and development opportunities as being significantly related to emotional exhaustion, with the employees having lower rates of emotional exhaustion as compared to employees who do not get such opportunities. Future research should explore what type of training and development opportunities truly diminish emotional exhaustion and expose the underlying mechanisms producing such a linkage (Khan & Aqil *et al.*, 2023).

H1: There is a significant relationship between training and development and emotional exhaustion.

Exhaustive & Employee Retention

According to Maslach *et al.,* (2001), emotional exhaustion is characterized by a condition of mental and physical tiredness that results from emotional labor and excessive demands on the job. By "retention," we mean "the ability of a business to keep its people around and reduce turnover" (Allen *et al.,* 2010). The correlation between emotional exhaustion and employee retention has been the subject of multiple research. As an example, research by Kim and Beehr (2017) found that employees' emotional exhaustion is correlated with a lower level of organizational commitment, which in turn is a precursor to their intents to leave their current position. Khan, Anwar, *et al.,* (2023) found that emotional exhaustion is a factor in an employee's intention to leave their current position, which is supported by Molino *et al.,* (2019). It can be inferred from the discussed literature that emotional exhaustion is significantly related to employee retention. The fact that signs of burnout often cause talented employees to leave their jobs is a major argument in favor of finding solutions to this problem in the workplace. Khan, Anwar *et al.,* (2023) found that employees displaying high levels of emotional fatigue and burnout are particularly affected by this.

Two hypotheses were tested: (a) emotional exhaustion and (b) employee retention.

Employee Engagement & Training and Development

The statement suggests that there is a strong correlation between training and development and employee engagement. It implies that investing resources in training and development will result in a higher level of employee engagement, as supported by Khan, Khan *et al.,* (2023). Kumar *et al*., (2018) conducted a study which found that training and development programs had a beneficial influence on employee engagement in Chinese state-owned companies. In a meta-analysis, Mone *et al.,* (2018) discovered a moderate correlation between different human resources practices and employee engagement within the framework of training and development. The correlation between employee training & development and employee engagement was moderately positive. In view of the above discussed researches, it was hypothesized that

H3: Training and Development have a significant relationship with Employee Engagement.

Employee Engagement & Employee Retention

The findings of a study indicate that individuals who actively participate and invest themselves in their work are more inclined to remain with their current employer for an extended period of time (Gallup, 2021). Shuck *et al.,* (2018) found that implementing reward and recognition programs resulted in increased participation and reduced attrition. The study also found that implementing successful incentive and recognition initiatives enhanced the correlation between employee engagement and retention. Wang *et al.,* (2021) found that both incentive and recognition programs had an impact on employee engagement and retention, which is consistent with the findings of Khan, Khan *et al.,* (2023). So,

H4: Employee Engagement has a significant relationship with Employee Retention while Reward and Recognition is a moderator between them.

Career Growth Opportunities & Employee Engagement

According to Tett and Meyer's (1993) research, the most important component in fostering employee job satisfaction and organizational commitment is career growth and possibilities for promotion. According to Saks (2006), workers demonstrate greater diligence and loyalty towards their professions when they have opportunities for career advancement. Furthermore, this investigation conducted by Shuck and Reio (2014)

revealed that employees who saw abundant growth prospects exhibited higher levels of engagement. According to Khan, Rashid, *et al.,* (2023), if workers perceive that their employers demonstrate care for their personal well-being and professional growth, it suggests a stronger emotional connection and loyalty towards their employment and organizations. Henceforth, A notable correlation can be observed between the availability of career advancement prospects and the level of employee involvement and commitment.

H5: There is a significant relationship between career development opportunities and employee engagement

Work-Life Balance and Perceived Organizational Support

Employees that experience a favorable work-life balance perceive a sense of overall support from the organization, leading to increased job satisfaction and ultimately contributing to their retention within the company.

Allen *et al.,* (2013) found that employees who believed they received more support from their employer also reported having a better balance between their job and personal lives. Ghadi *et al.,* (2020) discovered a parallel correlation between work-life balance and sentiments of organizational support and job satisfaction. The study findings suggest that an improved work-life balance boosts employees' perception of the organization's support for them. An arrangement that is advantageous for both employees and their employer is crucial in the long term (Khan, Zaman, *et al.,* 2023).

H6: Work-Life Balance has a significant relationship with Perceived Organizational Support.

Perceived Organizational Support & Employee Retention

Perceived organizational support (POS) refers to the subjective belief that an individual's contributions are valued by their organization and that the organization genuinely cares about their well-being in return (Eisenberger *et al.,* 1986). Existing literature suggests a positive relationship between levels of perceived organizational support (POS) and employee retention rates (Rhoades & Eisenberger, 2002).

A study conducted by Rhoades and Eisenberger (2002) found that employees who experienced a high level of organizational support were more likely to remain in their position, even when experiencing significant levels of stress.

H7: Perceived Organizational Support exhibits a substantial correlation with Employee Retention.

Workplace Safety and Job Satisfaction

According to a study by Khan, Zaman, *et al.,* (2023), employees who feel safe and secure in their workplace are more likely to be content with their current employment. Workers who perceive a greater level of safety in their workplace tend to have better levels of job satisfaction. Moreover, employees are inclined to have a favorable perception of the organization if they believe that their supervisor places importance on their well-being and security.

Research has shown a clear and meaningful connection between employees' perception of physical safety at work and their level of job satisfaction. This association has been demonstrated in various studies, such as the one conducted by Lin *et al.,* in 2023. The concept of a safety environment, as described by Griffin and Neal (2000) as "employees' shared perception of the efficacy of their organization's safety programs and practices," is associated with increased levels of job satisfaction.

A subsequent investigation carried out by Mearns *et al.,* (2003) revealed a notable and favorable association between safety and job satisfaction. This meta-analysis additionally highlights that when predicting job

satisfaction, a secure environment holds greater importance than job requirements and resources. According to recent research and meta-analyses, it is evident that there is a substantial relationship between workplace safety and job satisfaction (Raees *et al.,* 2023).

H8: *There is a significant relationship between Workplace Safety and Job Satisfaction.*

Job Satisfaction & Employee Retention

Workplace satisfaction refers to the emotional perspective of the workplace about the employer or work environment meeting the expectations or requirements of the employees (Si *et al.,* 2023).

A study demonstrated that work satisfaction was a large and favorably influential factor for employee retention even after controlling for other characteristics such as compensation and job security (Khahro, 2023). From these studies, job satisfaction seems an important factor in employee retention, and organizational structures need to concentrate on creating a work environment that can be conducive to job satisfaction, for being able to reduce employee turnover.

H9: *Job Satisfaction has a significant relationship with Employee Retention.*

Workplace Safety & Employee Loyalty

Workers who feel secure in their work are committed to staying with their current employer (Zafar *et al.,* 2023). A secure workplace may result in increase in job satisfaction, improvement of well-being, and a decrease in tension levels, which may lead to employee loyalty. Moreover, employees who believe that their employer has their safety in mind will be more loyal, respect the employer more, and at the same time, they will trust the employer more (Zaheer *et al.,* 2023).

Huang and Li (2019) found that employees were more loyal to their employers when they felt secure at work. A poll of 215 workers in China's manufacturing industry found that those who felt safe at work were more likely to stay at the company where they were. In a separate study, Haynes and Gallardo-Gallardo (2018) have established that a safety environment (defined herein as the consensus towards workplace safety) was related positively to employee loyalty. Affective commitment, a form of organizational loyalty that is characterized by an emotional link to the organization, was found to be high in those places where there was a congenial safety atmosphere (Zaman, Khan, Zaman, *et al.,* 2023).

H10: *There is a significant relationship between Workplace Safety and Employee Loyalty.*

3. METHODOLOGY

Sample

Based on a confidence level of 95% and a margin of error of 5%, the group number for the study was 89. We went after young working adults in Karachi because they are the hardest to keep. The authors gave the questionnaire to the people they wanted to get information from. From the 120 surveys that were sent out, 89 were filled out. This is a good return rate.

The Stimulus for the Study

In the past, many online studies asked for people's views without stating the trigger. Other studies, on the other hand, asked for opinions based on the stimulus. Work-life balance was the reason for this study. We picked advice for work-life balance as a reward because it is something that young workers want a lot.

Common Method Bias

Variations in survey responses because of the research instrument produce a common method bias (Podsakoff *et al*., 2003). By adhering to the required protocol, the study decreased the likelihood of common method biases. It entails constructing the conceptual framework on a theoretical foundation and adapting the existing scales and measures. Then, we re-evaluated the validity and dependability of the questionnaire utilizing the most recent data set (Podsakoff *et al*., 2003).

Questionnaire Design

There are two parts to the study form. In the first part, we used a numeric scale to measure population statistics. The main study is talked about in the second part of the form. It has 12 factors and 36 things that are scored on a scale of 1 to 5. One means that you strongly disagree, and five means that you agree.

Scales and Measurement

All the constructs used in this study were derived from previous research. Table **1** provides information about the construct's origins and item count. In addition, the comprehensive questionnaire is appended as an attachment.

Table 1. Summary of the Questionnaire.

Variable	Reference	Items
Training & Development	Kraiger *et al*., (1993)	3
Career Growth Opportunities	Judge *et al*., (1995)	3
Work Life Balance	Kossek & Ozzeki (1998)	3
Workplace Safety	Zohar (2010)	3
Work Environment	Eisenberger *et al*., (1986)	3
Emotional Exhaustion	Maslach *et al*., (2001)	3
Employee Engagement	Kahn (1990)	3
Perceived Organizational Support	Eisenberger *et al*., (1986)	3
Job Satisfaction	Judge & Church (2000)	3
Employee Loyalty	Allen & Meyer (1990)	3
Reward & Recognition	Eisenberger *et al*., (1999)	3
Employee Retention	Meyer & Allen (1997)	3

Respondent's Characteristics

The author sent out 120 surveys, and 89 of them were filled out and sent back. Table **2** shows demographic characteristics of the responders. 69.7% of the 89 people who answered were men, and 30.3% were women. Concerning age, we found that 66.3% of responders are between the ages of 18 and 25, 19.1% are between the ages of 26 and 30, 11.2% are between the ages of 31 and 40, and 3.4% are over the age of 40. In terms of monthly household income, 33.7% of respondents make between Rs. 15,000 and Rs. 40,000, 14.6% make between Rs. 40,000 and Rs. 55,000, 16.9% make between Rs. 55,001 and Rs. 70,000, and 31.5% make more than Rs. 70,000. Also, 38.4% of respondents haven't worked for more than a year, 49.4% have worked for 2-5 years, 9.0% have worked for 6-10 years, and 6.7% have worked for more than 10 years.

Table 2. Respondents Profile.

Characteristics	Frequency	Percentage
Gender		
Male	62	69.7
Female	27	30
Age		
18-25	57	66.3
26-30	17	19.1
31-40	10	11.2
40+	3	3.4
Years of Experience		
0-1	31	34.8
2-5	44	49.4
6-10	8	9
10+	6	6.7
Income		
15,000-40,000	30	33.7
41,000-55,000	13	14.6
56,000-70,000	15	16.9
71,000+	28	31.5

4. RESULTS AND DISCUSSION

Descriptive Analysis

Table **3** presents a concise overview of the study's findings, specifically examining the degree of agreement across different measures and the reliability of the data. The Cronbach's alpha value for job satisfaction was the highest ($\alpha = 0.860$), while career growth opportunities had the lowest value ($\alpha = 0.730$). This suggests that the constructs in the data set from Karachi, Pakistan, had sufficient internal consistency (Mohajan, 2017). Based on the findings (Sarstedt *et al.,* 2019), it can be concluded that the constructs exhibit convergent validity as all composite values exceed 0.80 and AVE values above 0.65.

Table 3. Descriptive Analysis.

Variable	Cronbach's alpha	Composite Reliability	AVE
Career Growth Opportunities	0.73	0.85	0.65
Emotional Exhaustion	0.78	0.87	0.69
Employee Engagement	0.77	0.87	0.69
Employee Loyalty	0.77	0.87	0.69
Employee Retention	0.77	0.87	0.68
Job Satisfaction	0.86	0.92	0.78
Perceived Organizational Support	0.78	0.87	0.69
Reward & Recognition	0.84	0.90	0.76
Training & Development	0.74	0.86	0.67

Work Environment	0.83	0.90	0.75
Work Life Balance	0.81	0.89	0.72
Workplace Safety	0.78	0.87	0.70

Discriminant Validity

Discriminant Validity is shown in Table **4**.

Table 4. Discriminant Validity.

Variable	CGO	EX	EE	EL	ER	JS	POS	PR	TD	WE	WB	WS
Career Growth Opportunities	-	-	-	-	-	-	-	-	-	-	-	-
Emotional Exhaustion	0.92	-	-	-	-	-	-	-	-	-	-	-
Employee Engagement	0.82	0.83	-	-	-	-	-	-	-	-	-	-
Employee Loyalty	0.86	1.05	0.94	-	-	-	-	-	-	-	-	-
Employee Retention	0.88	0.81	0.94	0.77	-	-	-	-	-	-	-	-
Job Satisfaction	0.92	0.90	0.67	0.89	0.73	-	-	-	-	-	-	-
Perceived Organizational Support	0.89	0.78	0.97	0.84	0.99	0.79	-	-	-	-	-	-
Reward & Recognition	0.73	0.99	0.72	0.95	0.69	0.85	0.75	-	-	-	-	-
Training & Development	0.85	0.92	1.05	1.03	0.90	0.82	0.96	0.85	-	-	-	-
Work Environment	0.84	0.96	0.75	0.96	0.82	0.83	0.72	0.87	0.93	-	-	-
Work Life Balance	0.97	0.87	0.79	0.99	0.76	0.91	0.89	0.81	0.89	0.82	-	-
Workplace Safety	0.87	0.85	0.80	0.96	0.73	0.84	0.71	0.65	0.85	0.86	0.81	-

Hypothesis Testing

Table 5. Hypothesis Results.

	Hypotheses	β	SD	T stats	P values	Results
1	Training & Development → Emotional Exhaustion (H1)	0.70	0.03	21.98	0.000	Accepted
2	Emotional Exhaustion → Employee Retention (H2)	0.24	0.05	4.72	0.000	Accepted
3	Training & Development → Employee Engagement (H3)	0.69	0.05	14.60	0.000	Accepted
4	Employee Engagement → Employee Retention (H4)	0.33	0.05	7.04	0.000	Accepted
5	Career Growth Opportunities → Employee Engagement (H5)	0.20	0.05	4.19	0.000	Accepted
6	Work-Life Balance → Perceived Organizational Support (H6)	0.39	0.07	5.62	0.000	Accepted
7	Perceived Organizational Support → Employee Retention (H7)	0.47	0.05	10.20	0.000	Accepted
8	Workplace Safety → Job Satisfaction (H8)	0.27	0.06	4.86	0.000	Accepted
9	Job Satisfaction → Employee Retention (H9)	0.03	0.05	0.52	0.605	Rejected

10	Workplace Safety → Employee Loyalty (H10)	0.40	0.05	8.64	0.000	Accepted
11	Employee Loyalty → Employee Retention (H11)	-0.15	0.06	2.48	0.013	Accepted
13	Career Growth Opportunities → Job Satisfaction (H13)	0.26	0.04	6.44	0.000	Accepted
14	Work-Life Balance → Job Satisfaction (H14)	0.40	0.05	8.08	0.000	Accepted
15	Training & Development → Emotional Exhaustion → Employee Retention (H15)	0.17	0.04	4.48	0.000	Accepted
16	Training & Development → Employee Engagement → Employee Retention (H16)	0.22	0.03	7.24	0.000	Accepted
17	Career Growth Opportunities → Employee Engagement → Employee Retention (H17)	0.07	0.02	3.30	0.001	Accepted
18	Work-Life Balance → Perceived Organizational Support → Employee Retention (H18)	0.18	0.04	4.89	0.000	Accepted
19	Workplace Safety → Job Satisfaction → Employee Retention (H19)	0.01	0.01	0.48	0.630	Rejected
21	Career Growth Opportunities → Job Satisfaction → Employee Retention (H21)	0.01	0.01	0.51	0.613	Rejected
22	Work-Life Balance → Job Satisfaction → Employee Retention (H22)	0.01	0.02	0.52	0.604	Rejected
23	Workplace Safety → Employee Loyalty → Employee Retention (H23)	-0.06	0.02	2.37	0.018	Accepted
24	Work Environment x Career Growth Opportunities → Employee Engagement (H24)	-0.08	0.02	3.57	0.000	Accepted
25	Work Environment x Workplace Safety → Employee Loyalty (H25)	0.02	0.02	0.78	0.436	Accepted
26	Reward & Recognition x Employee Engagement → Employee Retention (H26)	0.16	0.04	3.61	0.000	Accepted
27	Reward & Recognition x Job Satisfaction → Employee Retention (H27)		0.05	1.56	0.119	Accepted

Firstly, findings show that training and development has impacted emotional exhaustion positively, which indicates that more training and development can be a cause of excessive employee's emotional exhaustion (H1). Table **5** is results also supported by previous studies which show the negative impact of more training and development requirements on workers (Karatepe & Olugbade, 2015).

Moreover, it is found that emotional exhaustion has a positive impact on employee retention. This finding shows that excessive emotional exhaustion can cause a reduction in the rate of employee retention (H2). This result emphasizes the significance of describing emotional exhaustion as a significant turnkey of employee turnover in organizations (Maslach *et al.,* 2001).

The results (H3) indicate that training and development positively impact employee engagement. This research suggests that providing employees with additional opportunities for learning and development can enhance their level of commitment and engagement towards the organization. The findings of Mone and London (2018) align with other research that emphasizes the significance of training and development in enhancing employee engagement and dedication. The results (H3) indicate that training and development significantly impact employee engagement. Given these findings, it is advisable to allocate resources toward staff training and development to observe an increase in employee engagement. Prior research (Mone and London 2018) have shown that training and development programs have a positive impact on employee engagement and loyalty. Moreover, it has been found that employee engagement has a significant impact on employee retention (H4), emphasizing the significance of developing an employee experience to enhance retention rates. Wang *et al.,* (2021) previously conducted research that reinforced this finding by emphasizing the significant correlation between employee engagement and retention.

Moreover, Career Growth Opportunities has significantly impacted employee engagement which shows that opening for career progression and development can improve employee engagement (H5). This result is also

supported by previous studies that has emphasized the significance of career growth opportunities in promoting employee engagement and commitment, Shuck and Reio (2014). The finding also shows work-life balance positively impacts perceived organizational support (H6). This recommends that workers who consider work-life balance are more inclined towards perception of backing from organization. This result is aligned with previous research work enlightening the significance of work-life balance in encouraging perceived organizational support, Allen *et al.,* (2013). Moreover, perceived organizational support is likely to have positive significance on employee retention (H7). This shows that more perceived organizational support is linked with an excess rate of employee retention. This result is backed by previous studies that highlighted the part of perceived support from the organization in benefiting employee commitment and retention (Eisenberger *et al.,* 1986). Besides this, the hypothesis testing unveils that job satisfaction does not impact employee retention significantly (H9). This recommends that job satisfaction itself may not be a significant predictor of employee retention. However, it is significant to point out that other elements such as employee engagement and organizational support be important factors of employee retention in this research, (Judge & Bono, 2001).

In conclusion, the significance of factors such as training and development, emotional exhaustion, employee engagement, career growth opportunities, work-life balance, and perceived organizational support in influencing employee retention rates. Organizations can use these results to develop strategies and interventions that promote employee engagement, minimize emotional exhaustion, and generate a collaborative work environment, in the end improving employee retention and adding to the sustainability of the organization.

5. CONCLUSION

The primary emphasis of this study's model is to examine the relationship between employee retention and work-life balance, as well as opportunities for professional growth. The model is based on conceptual support, organizational support theory, and social trade theory. The final model consists of a total of 28 relationships, with 4 functioning as moderators and 8 as mediators. Figure **3**. The APJML model is a structural model. The study has examined the impact of factors like as training and development, career advancement opportunities, work-life balance, workplace safety, and emotional fatigue on variables such as employee engagement, perceived organizational support, job satisfaction, and loyalty. This study examines employee engagement, emotional fatigue, perceived organizational support, work satisfaction, and loyalty as potential mediators. Furthermore, this study has examined the impact of the work environment on workplace safety and opportunities for career advancement, as well as the role of recognition and awards on employee engagement and job satisfaction.

The results illustrate that achieving a harmonious equilibrium between work and personal life significantly impacts the ability to retain employees. The likelihood of professional advancement and achieving a healthy work-life balance positively impacts job satisfaction, whereas employee loyalty does not have an impact on retention. Emotional fatigue also serves as an intermediary factor between staff retention and training and development. Staff participation acts as a mediator in the interaction between growth and training, career advancement opportunities, and staff retention. Research indicates that job satisfaction has a significant influence on employee retention. Workplace safety has influence on employee retention, however it does not initially enhance employee loyalty. Perceived organizational support influences the relationship between training and development as well as employee retention. However, work-life balance does not have a mediating effect on employee retention. The results lend support to the notion that satisfied employees are more inclined to remain in their current positions. Job satisfaction is influenced by factors such as precursors, opportunities for professional advancement, equilibrium between work and personal life, and occupational safety. Our findings indicate that the connections between job satisfaction, work-life balance, occupational safety, and

opportunities for career growth are all influenced by certain factors. The results of our study indicate that workplace safety has a significant impact on employee loyalty, but it does not directly influence employee retention. This suggests that employee loyalty plays a mediating role in the relationship between workplace safety and retention. Research has also examined the influence of workplace conditions including recognition and prizes on their ability to moderate certain outcomes. The student found that the work environment influences workplace safety and employee loyalty, whereas career growth prospects and employee engagement remain unaffected. The impacts of reward and recognition influence both the association between employee engagement and retention and the relationship between work satisfaction and retention.

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