

# **ASSESSING THE INFLUENCE OF CAREER DEVELOPMENT STRATEGY ON EMPLOYEE TURNOVER IN SELECTED MEDIA HOUSES IN KENYA'S BROADCASTING SECTOR**

**<sup>1</sup>\*Juliet Muriuki, <sup>2</sup>Dr. Peter Ngatia & <sup>3</sup>Dr. Rebecca Ann Maina**

<sup>1</sup>Masters Student, Jomo Kenyatta University of Agriculture and Technology

<sup>2, 3</sup>Lecturer, Jomo Kenyatta University of Agriculture and Technology

\*E-mail of corresponding author: [juliet.gmuriuki@gmail.com](mailto:juliet.gmuriuki@gmail.com)

**Publication Date: April 2025**

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## **ABSTRACT**

**Purpose of Study:** This study aimed at assessing the influence of career development strategy on employee turnover among media houses in Kenya.

**Problem Statement:** In ever changing work environments like startups, factors such as work-life balance, job security, career growth opportunities, and organizational culture have been found to play a big role in influencing employees' intentions to stay or leave. Despite the significant role employee retention plays in employee turnover intentions, media houses in Kenya have experienced high employee turnover.

**Methodology:** The study employed a descriptive research design. The study targeted all media houses in Kenya but will purposively selected KBC as a case study. The units of observation comprised 159 management employees at KBC. By adopting a simple random sampling technique, the study arrived at a sample size of 114 respondents. Primary data was obtained through the administering of questionnaires directly to the employees. SPSS software was used to organize, code, and analyze information and generate the quantitative report. The data was analyzed using descriptive and inferential statistics. The descriptive statistics were presented in means, standard deviations, and frequencies, while the inferential statistics included Pearson correlation and regression analysis.

**Result:** The findings revealed that career development strategy ( $\beta = -0.442$ ,  $p = 0.000$ ) was negatively and significantly related to employee turnover.

**Conclusion:** The study concluded that effective career development strategies significantly reduce employee turnover in media houses. Supporting career growth and aligning organizational policies with employee expectations enhances retention.

**Recommendation:** In view of the findings, the study recommends that organizations should support career growth, offering flexible work options, and aligning compensation with employee expectations.

**Keywords:** *Career Development Strategy, Employee Turnover, Media Houses, Employee Retention, Broadcasting Sector*

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## INTRODUCTION

Employee turnover has emerged as serious concerns across various industries and sectors in the ever changing work environment. Organizations world over having to deal with the challenge of retaining their talented workforce, as high employee turnover leads to serious costs, disruptions, and loss of valuable organizational knowledge (Kamau, Muathe & Wainaina, 2021). In ever changing work environments like startups, factors such as work-life balance, job security, career growth opportunities, and organizational culture have been found to play a big role in influencing employees' intentions to stay or leave (Kanchana & Jayathilaka, 2023). Promoting pride in one's job and creating a sense of meaning in work have been identified as influenceive means of reducing turnover intentions among employees across diverse cultural contexts, highlighting the importance of intrinsic motivation and job satisfaction (Le et al., 2023). Advancements in data analytics and machine learning have enabled researchers to develop predictive models for employee turnover intentions, combining traditional statistical methods with machine learning techniques (Lazzari *et al.*, 2022).

In today's world employees are facing very uncertain and ever changing environment with respect to their jobs and career. Everyone wants a certain future where their life and their family's life is secure as far as jobs are concerned. As a consequence, employees always search for better opportunity, better working conditions, better career and succession progression in the organizations (Dahkoul, 2018). Skill shortages have become an urgent issue for many organizations around the world (Budria, & Moro-Egido, 2018). The war for talented employees has continued even with an economic slow-down and massive-restructuring (Dahkoul, 2018). The dynamic society has posed challenges to many organizations calling for recruitment and retention of qualified professionals (Quickfall & Wood, 2024).

High employee turnover results in increase in cost in hiring new employees, recruiting, time and resources spent in replacing open positions. Employee turnover also leads to organization not being able to meet their set targets on production on time and budgets set within the departments, which is an additional cost to the organization (Budria & Moro-Egido, 2018). People leave the organization due to various reasons. They experience of job-related stress, factors that lead to job related stress (stressors), work life imbalance, lack of growth opportunities in the organization and job dissatisfaction make employees to quit. Employees can also leave due to poor compensation, lack of job security, job autonomy, and relationship with the supervisor and other colleagues (Mamun & Hasan, 2017).

Retaining employees has proven to be an important factor in an organization in terms of costs incurred during hiring and training. This is because losing talented employees means losing valuable skills and employees go away with important information concerning competitors, current or ongoing projects (Albasha & Marsap, 2024). Employees will be able to remain in the organization in order to achieve organizational goals if appropriate retention strategies are put in place. The success of an organization depends on the optimum utilization of available resources, especially people, who are the most valuable assets in an organization (Dessler, 2017). Retention is deemed as being a multidimensional component of an organization's human resource policies and procedures. This process therefore starts with hiring the right people and then making sure that the working conditions are favourable to keep them involved and committed to the company (Billman, Ghowe & Caesar, 2024).

According to the World Bank report (2022), the average annual employee turnover rate across industries was approximately 18%, with some sectors experiencing rates as high as 30%. This high turnover rate has serious financial implications, with estimates suggesting that replacing an employee can cost an organization up to twice the employee's annual salary. One of the major causes of employee turnover intentions cited in the report is lack of career growth opportunities and professional development within the organization. According to a survey by the Society for Human Resource Management (2023), 45% of employees cited limited opportunities for advancement as a primary reason for considering leaving their current employer. To address this issue, many companies have implemented comprehensive training programs, mentorship initiatives, and clear career pathing to enhance employee growth and engagement.

In the age of global competition, it is very essential to identify and retain the efficient, competent and knowledgeable employees in organization by developing and maintaining an influenceive compensation program for getting the best job performance from the employee (Akter and Moazzam, 2016). Reducing employee turnover is a strategic and very important issue. No business can enjoy and sustain the success until it deals with this turnover problem efficiently and successfully. Employee retention strategies have become important focus for organizations worldwide as many of them grapple with the challenges of high employee turnover intentions. Research has shown that the cost of replacing an employee can range from one-half to two times the employee's annual salary (Muguna, 2023). To mitigate high employee turnover, organizations are increasingly striving to create a positive organizational culture and promoting employee engagement.

Consequently, organizations are proactively implementing comprehensive employee retention strategies to mitigate the financial and operational impacts of high turnover rates (Harvard Business Review, 2021). According to a Gallup (2023), highly engaged employees are 87% less likely to leave their jobs. Companies are implementing initiatives such as regular feedback sessions, employee recognition programs, and team-building activities to cultivate a sense of belonging and appreciation among their workforce.

Employee turnover intentions have been a global concern, affecting organizations across different regions and industries. In the United States, the Bureau of Labor Statistics (2022) reported a quit rate of 2.9%, indicating a significant number of employees voluntarily leaving their jobs. Similarly, the Office for National Statistics (2022) recorded a resignation rate of 6.6% in the fourth quarter of the same period, reflecting a high level of employee turnover intentions among organizations in the country. In Saudi Arabia, the average annual employee turnover rate across various sectors was approximately 18% in 2021 (Saudi Arabian Monetary Authority, 2021). Organizations in these countries and have implemented a number strategies to address employee turnover intentions. For instance, companies like Google, Apple, and Amazon have focused on providing competitive compensation packages, promoting work-life balance through flexible work arrangements, and providing opportunities for professional development and career growth (SHRM, 2023). Additionally, companies like Salesforce and Microsoft have prioritized creation of an inclusive and supportive organizational cultures to enhance employee engagement and retention (Deloitte, 2022).

In South Africa, a report by the Sage Group revealed that the average employee turnover rate across industries was 16% in 2021 (Sage Group, 2022). In Egypt, a survey conducted by the Egyptian Banking Institute found that the banking sector in Egypt experienced an average turnover rate of 21% in the same year (Egyptian Banking Institute, 2022). These high turnover rates have prompted organizations to prioritize employee retention strategies. For instance, in South Africa, Standard Bank and Nedbank have focused on providing competitive

compensation packages, promoting work-life balance through flexible work arrangements, and offering opportunities for professional development and career growth (PwC, 2023). Moreover, in Ghana the average turnover intention rate across various sectors in Ghana was around 12% in 2022 (Ghana Employers' Association, 2022). Companies like Guaranty Trust Bank in Nigeria have implemented programs to create a positive organizational culture and enhance employee engagement (Guaranty Trust Bank, 2022).

In Kenya, the issue of employee turnover intentions is a serious challenge for organizations, posing potential risks to their operational efficiency, productivity, and overall competitiveness. High employee turnover rates leads to disruptions in workflow, loss of institutional knowledge, and increased costs associated with recruiting and training new employees. According to Kenya National Bureau of Statistics (2023), the average employee turnover rate across various sectors in Kenya averaged 14% in 2022, which was consistent with findings from the Federation of Kenya Employers (FKE), which reported an average turnover rate of 15% among its member organizations during the same period (FKE, 2022). The high employee turnover rates in Kenya have been attributed to a number of factors, including limited opportunities for career growth and professional development, poor work-life balance, inadequate compensation and benefits packages, and a lack of influenceive employee engagement strategies (PwC, 2023). Companies like Safaricom and KCB Group have focused on providing competitive compensation packages, promoting work-life balance through flexible work arrangements, and providing opportunities for professional development and career advancement (Safaricom, 2022; KCB Group, 2022).

## **STATEMENT OF THE PROBLEM**

In the age of global competition, it is has become necessary to identify and retain the efficient, competent and knowledgeable employees in organization by developing and maintaining an influenceive compensation program for getting the best job performance from the employee (Akter & Moazzam, 2016). Reducing employee turnover intention is a strategic and very important issue. No business can enjoy and sustain the success until it deals with this turnover problem efficiently and successfully. Most crucial issue is to lay the ground work for long-term commitment. Without valuable employees, a business cannot generate revenue and prosper. Every individual has a purpose to perform and without a single one, the picture becomes invisible to be successful in real manner (Mcevoy, Glenn & Cascio, 2020).

Employee turnover remains a serious challenge in media houses in Kenya, where the dynamic and highly competitive nature of the industry exacerbates the issue (Mwangi, 2021). Despite various employee retention strategies being implemented, many media organizations in Kenya struggle to retain skilled professionals, leading to high turnover rates that disrupt operations and increase costs (Salim, 2021). A report by Media Council of Kenya indicate that the turnover rate in Kenya's media sector is as high as 30% annually, with professionals frequently moving between companies or leaving the industry altogether in search of better opportunities or working conditions. This situation indicates that there is need for more influenceive retention strategies to address the underlying factors contributing to high turnover, such as inadequate career advancement opportunities, insufficient compensation, and poor work-life among these media houses.

Employees are the most important resources in any organization in the globe as they are the engine that drives organizational productivity and success (Ahmad & Rainyee, 2018). Employee turnover can be harmful to an organization's efficiency if skilled and experienced employees often leave the organization (Bayad & Anwar, 2021). Retaining employees has proven to be a significant factor in organizational productivity because losing talented employees means losing valuable skills (Herbert, 2020). Talented employees will remain in the

organization if appropriate retention strategies are put in place (Yao, Qiu & Wei, 2019). Retention strategies help in preventing employee from leaving an organization (Gillingham, 2018).

Despite the significant role employee retention plays in employee turnover intentions, KBC has experienced high employee turnover. According to a report by Kenya Information Communication Technology Action Network (2019), KBC lost up to 410 highly skilled, qualified and talented employees to the local and global competitors between the year 2015 and 2018. KBC also suffered a setback when Royal Media Services poached the entire staff of NOSIM FM, a Maasai Radio Station on February 2012 (Mwaura, 2012). Furthermore, KBC experienced high turnover with an average of about 100 journalists move to competing media houses (KBC Exit Report, 2016). This is an indication that the strategies employed by organizations to retain their best performing remain crucial (Gberevbie, 2019).

Moreover, to internal reports from KBC, the organization's employee turnover rate stood at 28% in 2022, with a significant number of employees, particularly those in key positions, leaving for better opportunities with competing media outlets. This trend has been attributed to the aggressive recruitment strategies employed by private media houses in the country such as royal media services, which offers more competitive compensation packages and additional incentives to lure talented professionals away from KBC. Furthermore, KBC has struggled to retain its workforce due to perceived disparities in remuneration compared to industry standards. Many employees have cited dissatisfaction with their pay scales, citing a lack of comprehensive benefits and limited opportunities for salary increments or performance-based bonuses (Thige, 2016). This situation has contributed to a sense of demotivation and reduced job satisfaction, ultimately fueling the intention to seek employment elsewhere.

A number of studies have been conducted globally and locally on the influence of employee retention strategies on employee turnover intentions. However, these studies cannot be generalized to the media industry in Kenya particularly in KBC because they suffer a number of limitations. For instance, the findings of a study conducted by Nguyen (2020) which examined turnover intention influencing factors of employees of Commercial Joint Stock Bank in Vietnam cannot be generalized to the media industry in Kenya, due to differences in economic, political and business environment. This study presents contextual gap. Furthermore, a study conducted by Otwer (2017) was limited to the influence of career development on organizational performance hence did not consider the influence of other employee retention strategies on employee turnover intentions, this presenting conceptual gap. Moreover, a study conducted by Bayad and Anwar (2021) on employee turnover intention and job satisfaction was limited to a private hospital whose objectives and organizational structure vary from those of a media industry player. It is against this background that the present study examined the influence of career development strategy on employee turnover intention at KBC.

## **RESEARCH OBJECTIVE**

To establish the influence of career development strategy on employee turnover in media houses in Kenya.

## **RESEARCH QUESTION**

What influence does career development strategy have on employee turnover in media houses in Kenya?



## **THEORETICAL FRAMEWORK**

A theoretical framework examines the existing or self-formulated theories concerning the research objectives. The theories underpinning the study included; Job Embeddedness Theory, and Mixed Model of Employee Retention.

### **Job Embeddedness Theory**

Job Embeddedness Theory was developed by Mitchell, Holtom, Lee, Sablinski and Erez (2001). The theory states that employees stay in their jobs not just because of job satisfaction or the lack of alternative opportunities, but because of a number of factors that embed them in their roles. These factors are categorized into three dimensions: links, fit, and sacrifice, each of which plays a crucial role in determining an employee's decision to remain with an organization or leave it. Links refers to the formal and informal connections that employees have with other people, groups, or organizations (Holtom & Darabi, 2018). These links can be professional relationships with colleagues, mentors, and supervisors, or personal connections such as friendships at work. The more connections an employee has, the more embedded they are within the organization. The strength of these links can significantly impact an employee's decision to stay, as leaving would mean breaking these valuable ties (Holtom & O'Neill, 2004). According to Mitchell et al. (2001), these connections create a web of relationships that bind employees to their workplace, making it more difficult for them to leave.

In addition, fit relates to how well an employee perceives they fit in their job, organization, and community. This alignment includes the compatibility of an employee's personal values, career goals, and plans for the future with the company's culture, demands of the job, and the community where they live. When employees feel that they fit well within their workplace and community, they are more likely to stay. Mitchell et al. (2001) argue that a good fit between the individual and their job or organization increases job embeddedness, making employees feel more connected and less likely to leave. Furthermore, the third dimension, sacrifice pertains to the perceived cost of leaving the job. This includes both material and psychological costs, such as losing benefits, income, or professional relationships, and the emotional costs associated with leaving a familiar environment (Devine, Jastran, Jabs, Wethington, Farrell & Bisogni, 2006). The greater the perceived sacrifice, the higher the level of job embeddedness. Mitchell et al. (2001) highlight that these sacrifices can deter employees from leaving their current positions, as the personal and professional costs of leaving are often too high to justify a move.

Job Embeddedness Theory provides a framework for understanding employee retention beyond traditional job satisfaction models. It points to the importance of considering multiple factors that contribute to an employee's decision to stay or leave an organization. For instance, Lee, Mitchell, Sablinski, Burton, and Holtom (2004) found that job embeddedness was a better predictor of voluntary turnover than job satisfaction alone. This indicates that organizations should focus on strengthening employees' links, fit, and minimizing perceived sacrifices to enhance retention rates. Much as the theory has been widely accepted and applied in various contexts, it has also faced criticism. Some researchers argue that the theory's dimensions are not exhaustive and that other factors, such as organizational justice and employee engagement, also play significant roles in employee retention (Hom, Mitchell, Lee, & Griffeth, 2012). Additionally, the theory primarily focuses on the factors that keep employees embedded in their jobs but does not fully address the dynamic nature of these factors over time. Despite these criticisms, the theory has been instrumental in informing retention strategies and understanding the complex nature of employee turnover.

Job Embeddedness Theory was considered relevant to this study because it provides a perspective on employee retention by explaining the importance of connections, compatibility, and perceived costs of leaving. Developed by Mitchell et al. (2001), the theory presents an explanation on why employees choose to stay with their organizations, emphasizing the role of social and psychological factors. As organizations seek to improve retention rates, applying the principles of job embeddedness leads to more influenceive strategies that address the nature of employee turnover. By focusing on enhancing links, ensuring a good fit, and reducing the sacrifices associated with leaving, employers such as KBC are able create a more stable and committed workforce.

### **Mixed Model of Employee Retention**

Influenced by March and Simon's model of organizational participation and Lee and Mitchell's job embeddedness theory (1994), Magnusson and Silfverberg (2013) advocate a mixed model, aiming to analyze issues within job contentment to show how important they are for employee retention and, to show the significance of employee retention so that the organization can reinforce and expand those factors that majorly contribute to retention opportunities. To gain a deeper perceptive how to retain employees, it is vital to recognize the factors that affect job fulfillment since the relationship between fulfillment and employee loss is very strong (Teeraprasert, Piriyaikul, & Khantanapha, 2012). The Mixed Model of Employee Retention is an integrative approach that combines various factors influencing employee retention into a comprehensive framework. This model recognizes that employee retention is multidimensional and influenced by both intrinsic and extrinsic factors (Bahar, Islam, Hamzah, Islam & Reaz, 2022). It incorporates elements from different theories and models of motivation and retention, providing a holistic view of what drives employees to stay with an organization.

The Mixed Model of Employee Retention includes both intrinsic factors, such as job satisfaction, career development opportunities, and personal growth, and extrinsic factors, like compensation, benefits, and work environment (Shockley, Smith & Knudsen, 2017). This model suggests that a balanced approach addressing both types of factors is essential for influenceive employee retention. Intrinsic factors align with Herzberg's motivators, which enhance job satisfaction and motivation, while extrinsic factors align with hygiene factors, which prevent job dissatisfaction (Herzberg, 1959). This dual approach ensures that employees are both motivated to stay and not pushed away by negative aspects of their job. The model also incorporates elements from Organizational Commitment Theory and Job Embeddedness Theory. Organizational commitment refers to the psychological attachment an employee feels towards their organization, which can be strengthened through fair policies, supportive management, and a positive organizational culture (Meyer & Allen, 1991). Job embeddedness, as proposed by Mitchell et al. (2001), involves the extent to which employees are connected to their job and community through links, fit, and sacrifice. By addressing these aspects, the Mixed Model emphasizes creating a workplace where employees feel deeply integrated and valued, reducing their likelihood of leaving.

Additionally, the Mixed Model of Employee Retention emphasizes the importance of employee engagement and work-life balance. Engaged employees are those who are fully absorbed by and enthusiastic about their work, often going above and beyond their job requirements (Kahn, 1990). Organizations can foster engagement by providing meaningful work, recognizing achievements, and creating a supportive work environment. Furthermore, promoting work-life balance through flexible work arrangements and family-friendly policies helps employees manage their work and personal lives influenceively, reducing stress and burnout, which are common reasons for turnover (Greenhaus & Powell, 2006). A key component of the Mixed Model is the recognition that one-size-fits-all retention strategies are

influence. Instead, retention strategies should be tailored to meet the diverse needs of the workforce. This includes understanding demographic differences, career stages, and individual preferences. For example, younger employees may prioritize career development opportunities, while older employees might value job security and benefits more. By tailoring retention strategies to address these varied needs, organizations can more effectively retain a diverse workforce (Allen, Shore, & Griffeth, 2003).

The successful application of the Mixed Model of Employee Retention requires integration with overall organizational practices and policies. This involves aligning retention strategies with the company’s mission, values, and goals. For instance, incorporating employee feedback into policy development ensures that retention strategies are relevant and effective. Moreover, regular assessment and adjustment of these strategies are necessary to adapt to changing workforce dynamics and organizational needs. By embedding retention practices into the organizational culture, companies can create a sustainable environment that supports long-term employee retention (Cascio, 2006).

The Mixed Model of Employee Retention was deemed relevant to this study as it provides a framework for examining the factors influencing employee turnover intentions at KBC. Integrating intrinsic factors like career development and extrinsic factors such as compensation, the model helps in understanding how different retention strategies can affect employees' decisions to stay or leave. The model's emphasis on work environment and flexible work arrangements aligns directly with the study's specific objectives, providing a holistic approach to evaluating how these variables impact employee retention. Moreover, the model's focus on tailoring strategies to meet diverse employee needs and its integration with organizational practices support the study’s aim to develop effective retention strategies for reducing turnover intentions at KBC.

CONCEPTUAL FRAMEWORK

A conceptual framework is a diagrammatical representation that shows the relationship between the dependent and independent variables in a study (Kothari, 2006). The conceptual framework of the study shows the relationship between career development strategy and employee turnover intentions at KBC. Figure 1 presents the conceptual framework.

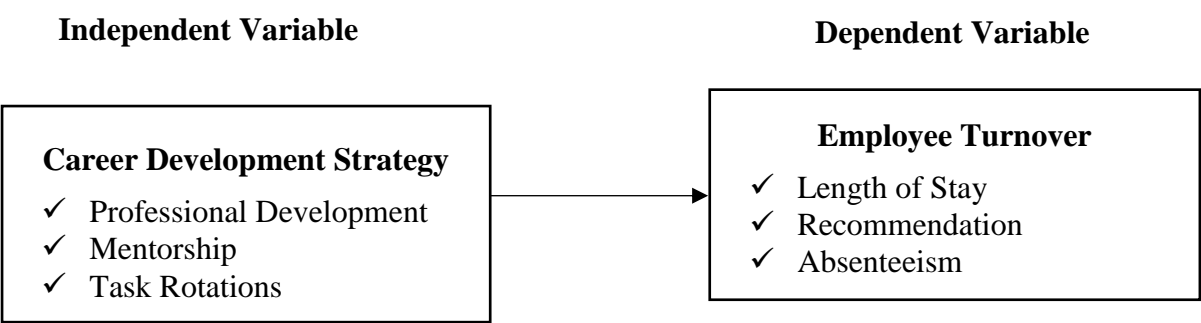


Figure 1: Conceptual Framework

Source: Researcher (2024)

EMPIRICAL REVIEW

Wang, Gan, Wei, Sun, Wang and Zhou (2024) conducted a study to explore the relationship between public service motivation (PSM) and public employees' turnover intention, considering the mediating role of job satisfaction and the moderating influence of career growth opportunity. The research involved 587 public employees from Yunnan Province, China.



Confirmatory factor analysis was utilized to assess the validity of measures, including PSM, turnover intention, job satisfaction, and career growth opportunity. Subsequently, bootstrapping was employed to examine direct, indirect, and conditional influences. The findings revealed that PSM was negatively associated with public employees' turnover intention, with job satisfaction partially mediating this relationship. Additionally, career growth opportunity was identified as a moderator between job satisfaction and turnover intention. Specifically, the indirect influence of PSM on turnover intention through job satisfaction was attenuated under conditions of high career growth opportunities. The practical implications of the study indicated the importance of PSM and career growth opportunity in influencing public employees' attitudes and behaviors in the workplace. The study recommended that public organizations should prioritize PSM in recruitment and selection processes and recognize the significance of intervening in career growth to meet the psychological needs of public employees concerning individual career development.

Salleh, Lohana, Kumar and Nooriza (2024) conducted a study aimed at exploring the relationship between workload, career growth, social support from supervisors, talent retention, and job satisfaction within the oil and gas industry in Malaysia. Recognizing the sector's pivotal role in national development and economic strength, the researchers investigated factors influencing job satisfaction, crucial for assessing employee influenceiveness and productivity. Through convenience sampling, 200 surveys were distributed, resulting in 155 responses with an 89% response rate, reflecting diverse demographic and functional roles within the industry. Smart-PLS 4 was employed for data analysis, revealing that each independent variable positively and significantly impacted job satisfaction. The study established that talent retention had the most influential predictor of job satisfaction. These findings pointing to the importance of influenceive talent management strategies for enhancing employee satisfaction and retention within the oil and gas industry, addressing the challenges posed by its demanding nature and high turnover rates.

Elsewhere, Ayubu and Mose (2023) conducted a study to investigate the organizational determinants of employee turnover in national referral hospitals located in Nairobi County, Kenya. The research aimed to assess the impact of work environment and career development opportunities on employee turnover within these healthcare institutions. Targeting 4,272 health professionals from all four national referral hospitals in Nairobi County, the study used a sample size of 353 respondents determined by Krejcie and Morgan's sample size determination formula and selected through stratified random sampling. Both quantitative and qualitative data were collected and analyzed using content analysis for qualitative data and descriptive and inferential statistics, including correlation analysis and multivariate linear regression, for quantitative data through SPSS version 26. The findings showed that both work environment and career development opportunities had positive and significant influences on employee turnover in national referral hospitals in Nairobi County, Kenya. Based on these findings, the study recommended the provision of training for managers to create a positive work environment and the organization of workshops and seminars aimed at enhancing leadership skills among hospital managers to create a more supportive and engaging workplace environment.

## **RESEARCH METHODOLOGY**

The study employed a descriptive research design. This is a study design that systematically describes the characteristics of the study objects in all aspects. A descriptive research design was appropriate for this study as it allowed for a systematic analysis of career development strategy and their influence on employee turnover in media houses. This design facilitated the collection of quantifiable data to identify patterns, relationships, and trends without

manipulating variables (Creswell, 2006). Target population as defined by Hira and Mugenda (1999) is a universal representative set of the larger population of all members; real or hypothetical set of people, events, or objects to which a researcher wishes to generalize the findings. The accessible population on the other hand refers to the population in research on which the researchers can apply their findings (Thornhill, 2012). The target population of this study comprised 159 management employees of KBC based at the head office in Nairobi.

The sampling frame for this study comprised 159 management employees of KCB. According to Njeru and Orodho (2003) sampling is a procedure of selecting a representative of a population on which research can be conducted and inferential conclusion from the study can be applied in general terms to the entire population. The sample size for this study was determined by using Taro Yamane (1967:886) simplified formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

$n$  = corrected sample size,

$N$  = population size.

$e$  = margin error or the level of precision

1 = Constant

This formula assumes a degree of variability (i.e. proportion) of 0.5, the level of precision of 5% and a confidence level of 95%. Applying the formula to 159 target population, the sample size for the study will be:

$$n = 159 / \{1 + 159 (0.05)^2\}$$

$$n = 114$$

Therefore, the sample size for the study was made up of 114 respondents.

This study collected primary data using structured questionnaires. Questionnaires are considered appropriate based on the ability for them to collect the more data and with less time as well as avoiding biasness (Bryman & Bell, 2015). The questionnaire used Likert scale because it requires respondents to respond to a series of statements by indicating whether he or she agreed to a great extent or no extent. The researcher started by seeking authority from the office of the post-graduate students before embarking on data collection. After obtaining research approval from the University to conduct the study, permission was also sought from the management of KBC. As a fulfillment of the mandatory ethical requirements, the research obtained a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). The researcher then notified the respondents that the questionnaires were intended to collect data for research purposes only and that strict confidentiality will be applied to their responses. The respondents were assured that their participation would entirely

be optional and that they can withdraw from the study at their own will. The questionnaires was self-administered.

Data was analyzed using both descriptive and inferential statistics. The descriptive statistics were presented in mean, standard deviation and frequencies, while the inferential statistics included the Pearson correlation and regression analysis. The ANOVA was used to measure the best fit and determine whether the overall model is statistically significant. The study used multiple linear regression model by Galton (1874) to link the independent variables to the dependent variable. This model is relevant to this study because it provides a structured and data-driven approach to understanding the relationship between variables and helps in making informed decisions to enhance project outcomes. Multiple regression analysis was conducted to determine whether independent variables predict the dependent variable (Uyanık & Güler, 2013). The results of the analysis were presented in form of tables. The model is as shown below:

$$Y = \beta_0 + \beta X + \varepsilon$$

Where: -

Y= Employee Turnover

X= Career Development Strategy

$\beta_0$  = Constant

$\beta$  = Beta Coefficient

$\varepsilon$ = Error term

## FINDINGS AND DISCUSSION

The study targeted 159 management employees of Kenya Broadcasting Corporation (KBC) based at the head office in Nairobi from which a sample of 114 respondents was obtained. Out of the 114 management employees sampled, 108 successfully filled the questionnaire and returned them, translating to a response rate of 94.7%. This high response rate is attributed to the efficient administration and collection of the research instruments. According to Kothari (2009), a 60% response rate is considered sufficient, while Mugenda and Mugenda (2003) recommend a return rate of 50% as adequate for analysis and reporting. Therefore, the high response rate achieved in this study enhanced sample representation, ensuring meaningful generalization of the findings.

Demographic results revealed that 55.6% of the respondents were male, while 44.4% were female. This indicates that the study achieved a near-balanced gender representation, which is important for understanding diverse perspectives on the influence of employee retention strategies on employee turnover in media houses. A slightly higher proportion of male respondents reflects the gender composition of management employees at KBC. Regarding the age bracket, 37% of the respondents were aged between 31-40 years, followed by 27.8% below 30 years, 23.1% between 41-50 years, and 12.1% between 51-65 years. The dominance of respondents in the 31-40 age group suggests that the majority of management employees are in their prime working years, which is likely to influence their perception of retention strategies. Younger respondents below 30 years are more likely to seek career development opportunities and may prioritize training and development in retention efforts.

In terms of work experience, the study found that 37% of the respondents had between 5-10 years of experience, 32.4% had up to 5 years, and 30.6% had over 10 years. This indicates a fairly even distribution of experience levels among the respondents, which is valuable for analyzing the influence of retention strategies across varying levels of career progression.

Employees with up to 5 years of experience may focus more on professional growth opportunities, while those with over 10 years may prioritize job security and recognition.

Moreover, the study found that 41.7% of the respondents were holders of bachelor's degrees, 27.8% had a master's degrees, 18.5% had a diploma, 9.3% had a PhD, and 2.8% indicated other qualifications. The dominance of degree holders suggests that KBC employs a highly educated workforce, which aligns with the requirements of management roles in media houses. Higher education levels, such as master's and PhD holders, indicate a workforce with advanced skills and knowledge, which are likely to influence their expectations regarding retention strategies, including professional development opportunities and challenging assignments.

## Descriptive Analysis

### Career Development Strategy

The objective of the study was to establish the influence of career development strategy on employee turnover in media houses in Kenya. The respondents were asked to rate their agreement or otherwise on statements relating to career development strategy. The descriptive statistics results are shown in Table 1.

**Table 1: Descriptive Statistics on Career Development Strategy**

Statement	SD	D	N	A	SA	Mean	Std. Dev
My organization provides opportunities for professional development.	6.50%	6.50%	21.50%	27.10%	38.30%	3.841	1.199
I have access to training programs that enhance my skills.	3.70%	4.70%	23.40%	32.70%	35.50%	3.916	1.056
I have access to a mentorship program within the organization.	4.70%	0.90%	14.00%	43.90%	36.40%	4.065	0.984
Mentorship has positively impacted my career development.	3.70%	1.90%	19.60%	29.90%	44.90%	4.103	1.027
Task rotations are regularly implemented in my organization.	3.80%	3.80%	21.70%	27.40%	43.40%	4.028	1.073
I have benefited from task rotations by gaining new skills.	3.70%	8.30%	25.00%	29.60%	33.30%	3.806	1.106
<b>Average</b>						<b>3.991</b>	<b>1.068</b>

The results in Table 1 indicate that 65.4% of respondents agreed that their organization provides opportunities for professional development (Mean = 3.841, SD = 1.199). The mean suggests a positive perception of professional development opportunities, while the relatively high standard deviation indicates some variation in responses, implying that access to these opportunities might not be consistent across the organization. Similarly, 68.2% of respondents agreed that they had access to training programs that enhanced their skills (Mean = 3.916, SD = 1.056). The high mean reflects the significance of training programs in skill enhancement, and the lower standard deviation suggests consistency in responses among participants. Regarding access to mentorship programs within the organization, 80.3% of respondents agreed (Mean = 4.065, SD = 0.984). The high mean highlights the importance of mentorship

programs in career development, and the low standard deviation indicates a high level of agreement among respondents.

When asked whether mentorship had positively impacted their career development, 74.8% of respondents agreed (Mean = 4.103, SD = 1.027). The high mean reflects the perceived influenceiveness of mentorship in fostering career growth, with a moderate standard deviation indicating some variation in experiences. For task rotations, 70.8% of respondents agreed that task rotations were regularly implemented in their organization (Mean = 4.028, SD = 1.073). This high mean demonstrates that task rotations are a common practice, and the moderate standard deviation suggests some differences in respondents' experiences with this practice. Moreover, 62.9% of respondents agreed that they had benefited from task rotations by gaining new skills (Mean = 3.806, SD = 1.106). The mean indicates a positive perception of task rotation benefits, though the slightly higher standard deviation points to varying experiences among respondents.

The average mean across all statements was 3.991, with an average standard deviation of 1.068. These results suggest that career development strategies, including professional development opportunities, training programs, mentorship, and task rotations, were perceived positively by employees in media houses. However, the variability in some responses implies that the implementation of these strategies may not be uniform. These findings imply that career development strategies play a crucial role in reducing employee turnover by enhancing job satisfaction and professional growth. Media houses should ensure consistent access to mentorship, training, and task rotations to cater to the diverse needs of their workforce and improve retention outcomes.

### Employee Turnover

The dependent variable was employee turnover in media houses in Kenya. The respondents were asked to rate their agreement or otherwise on statements relating to employee turnover. The descriptive statistics results are shown in Table 2.

**Table 2: Descriptive Statistics on Employee Turnover**

Statement	SD	D	N	A	SA	Mean	Std. Dev.
I intend to stay with this organization for the long term.	4.60%	2.80%	26.90%	29.60%	36.10%	3.900	1.081
I would recommend this organization to others as a good place to work.	2.80%	6.50%	15.00%	38.30%	36.40%	4.482	5.034
I rarely consider leaving my current job for another.	4.70%	5.60%	19.60%	33.60%	36.40%	3.924	1.108
My attendance record reflects my commitment to this organization.	2.80%	6.50%	15.00%	37.40%	38.30%	4.021	1.034
I am satisfied with the job stability offered by my current employer.	2.80%	6.50%	18.50%	29.60%	42.60%	4.031	1.067
My work environment reduces my likelihood of absenteeism.	4.60%	4.60%	19.40%	21.30%	50.00%	4.074	1.141



<b>Average</b>	<b>4.053</b>	<b>1.730</b>
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The results in Table 2 indicate that 65.7% of respondents agreed that they intended to stay with their organization for the long term (Mean = 3.900, SD = 1.081). The mean reflects a positive perception of long-term commitment, while the moderate standard deviation indicates some variability in responses, suggesting that not all employees share the same level of intent to remain with the organization. Similarly, 74.7% of respondents agreed that they would recommend their organization to others as a good place to work (Mean = 4.482, SD = 5.034). The high mean indicates strong agreement, although the unusually high standard deviation suggests a wider variation in perceptions, possibly due to differing individual experiences or interpretations of the statement.

For the statement on rarely considering leaving their current job, 70.0% of respondents agreed (Mean = 3.924, SD = 1.108). The mean reflects a generally positive view of job retention, while the moderate standard deviation indicates some variation in the likelihood of employees considering alternative employment. When asked if their attendance record reflected their commitment to the organization, 75.7% of respondents agreed (Mean = 4.021, SD = 1.034). The high mean demonstrates strong agreement, with a relatively low standard deviation indicating consistent responses among employees.

Regarding satisfaction with job stability, 72.2% of respondents agreed that their current employer offered satisfactory job stability (Mean = 4.031, SD = 1.067). The high mean reflects a positive perception of stability, with the moderate standard deviation suggesting some variability in respondents' experiences with job security. Finally, 71.3% of respondents agreed that their work environment reduced their likelihood of absenteeism (Mean = 4.074, SD = 1.141). The high mean indicates a positive relationship between the work environment and attendance, with the moderate standard deviation suggesting some differences in responses.

The average mean across all statements was 4.053, with an average standard deviation of 1.730. These results suggest that employee turnover indicators, including commitment, job satisfaction, and a conducive work environment, were positively perceived by respondents. However, the variability in some responses highlights areas for improvement in ensuring consistency across employees' experiences. These findings imply that fostering a supportive work environment, enhancing job stability, and promoting organizational commitment can significantly reduce employee turnover. Media houses should prioritize these factors to improve employee retention and build a more stable and engaged workforce.

### **Correlation Analysis**

Correlation analysis was conducted to determine the association between career development strategy and employee turnover in media houses in Kenya. The correlation coefficient was computed to assess whether there was interdependency among the independent variables and to establish whether the independent variables were associated with the dependent variable, employee turnover. The results of the correlation analysis for this study are presented in Table 3.

**Table 3: Correlation Matrix**

		Employee Turnover	Career Development Strategy
Employee Turnover	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Career Development Strategy	Pearson Correlation	-.595**	1.000
	Sig. (2-tailed)	0.000	

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

Based on the correlation analysis results in Table 3, there was a strong negative and significant association between career development strategy and employee turnover ( $r = -0.595$ ,  $p < 0.01$ ) at the 1% level of significance. This demonstrates that career development strategies, such as mentorship programs, professional development opportunities, and skill-enhancing training, are meaningfully linked to reducing employee turnover. These findings are in line with those of Wanyama et al. (2022), who concluded that employees are more likely to remain in organizations that actively support their professional growth and career advancement.

### Regression Analysis

The ANOVA results revealed that the model adopted by the researcher was statistically significant in explaining the influence of career development strategy on employee turnover in media houses in Kenya. This is evidenced by a p-value of 0.000, which is less than the significance level of 0.05. The F statistic of 43.726 further confirms the statistical significance of the model. These results suggest that the independent variables collectively have a significant influence on employee turnover. Table 4 shows regression coefficient results.

**Table 4: Regression of Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.688	.254		2.707	.008
	Career Development Strategy	-.442	.101	-.465	4.380	.000

a. Dependent Variable: Employee Turnover

The regression model therefore became;

$$Y = 0.688 - 0.442X$$

Where:

Y = Employee Turnover

X = Career Development Strategy

The regression of coefficients results in Table 4 indicate that career development strategy was negatively and significantly related to employee turnover ( $\beta = -0.442$ ,  $p = 0.000 < 0.05$ ). The results show that influenceive career development strategies have the largest impact on reducing turnover, highlighting their critical role in employee retention.

## CONCLUSION

The study also concludes that career development strategies are essential for reducing employee turnover by creating professional growth and enhancing job satisfaction. Opportunities for professional development, access to training, mentorship programs, and task rotations were identified as key contributors to employee retention. The findings emphasize that organizations should provide consistent and equitable access to career development initiatives to ensure all employees benefit. Media houses that invest in structured career advancement programs are more likely to retain a skilled and motivated workforce, ultimately enhancing organizational resilience.

## RECOMMENDATION

Organizations should adopt flexible work policies that allow employees to balance personal and professional responsibilities influenceively. These policies should include options for flexible work hours, telecommuting, and part-time work arrangements. Policymakers in the media industry should provide guidelines and incentives for organizations to adopt and standardize these flexible work arrangements. This could include tax benefits or subsidies for businesses implementing such strategies. Furthermore, clear frameworks should be established to regulate and ensure equitable access to these arrangements for all employees.

To address career development needs, media houses should implement structured mentorship programs, regular training sessions, and task rotation practices. Organizations should ensure these initiatives are accessible to all employees to avoid disparities in professional growth opportunities. Policymakers should advocate for industry-wide standards that encourage professional development initiatives, such as mandatory training hours or mentorship programs, to build a skilled and motivated workforce. Additionally, grants or financial support could be provided to organizations investing in employee development programs to enhance their implementation.

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