

Organizational culture, career development and compensation management system: Basis for employee retention improvement framework

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Abstract

Provide an effective talent retention framework. Through questionnaire survey and data analysis, this paper analyzes the influence of core values, internal communication and leadership style in organizational culture on employee loyalty from the perspective of employees. The results show that a good organizational culture can enhance employees' sense of belonging and reduce staff turnover. This study finds that career development opportunities are important factors affecting employee retention. By providing clear promotion opportunities, extensive training programs and reasonable incentive mechanisms, private colleges and universities can effectively enhance employees' work motivation and loyalty. Research has shown that equitable career paths increase employee commitment and identity with the organization. The improvement of salary management system plays an important role in employee satisfaction and retention. Reasonable compensation, benefits and performance evaluation mechanisms not only enhance employees' job satisfaction, but also enhance their loyalty to the organization. This study provides suggestions for improving compensation management to further motivate employees and reduce attrition. To sum up, this study provides theoretical support and empirical basis for Chinese private universities to formulate employee retention strategies. By optimizing organizational culture, career development and salary management systems, private colleges and universities can attract and retain talented people in the fierce competition, which helps them develop in the long run.

Keywords: organizational culture, career development, compensation management, employee retention, private universities

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1. Introduction

Employee retention is a critical issue for organizations across all industries, as talent retention is critical to continued success and competitiveness (Graphix, 2011). In today's private colleges in China, with increasing job mobility and changing employee expectations, organizations face many challenges in retaining skilled employees. Organizational culture is the foundation of employee retention strategy. A positive and supportive culture fosters a sense of belonging, participation and loyalty, reducing the likelihood of turnover. Conversely, toxic or inconsistent cultures drive away talented people, undermine efforts to retain talent, and affect organizational performance. Therefore, understanding the role of organizational culture in shaping employee attitudes and behaviors is critical to developing an effective retention plan (Akala, 2012).

Career development is another key factor influencing employee retention. Employees are more likely to stay in an organization that offers opportunities for growth, promotion, and skill development. Chauhan (2019) defined a sound career development program not only enables employees to enhance their abilities, but also demonstrates the organization's commitment to investing in their long-term success. By aligning individual career goals with organizational goals, organizations can foster a sense of purpose and accomplishment in their employees, leading to increased retention. In addition, designing and implementing a competitive compensation management system is critical to retaining top talent. While competitive compensation is important, it is only one aspect of a comprehensive compensation package. Azegele (2005) emphasized that benefits, incentives and recognition programs also play an important role in motivating and retaining employees. A properly structured compensation management system that rewards performance, recognizes contributions, and ensures fairness can significantly increase employee satisfaction and loyalty. In this study the interrelationship between organizational culture, career development, and compensation management in the context of improving employee retention.

This study was pursued as key research gap in the existing literature is the limited focus on the specific context of employee retention in private colleges in China, where unique challenges arise due to changing job mobility and evolving employee expectations. While studies highlight the importance of organizational culture, career development, and compensation management in retention, there is a lack of comprehensive research exploring the interrelationship between these factors and how they work together to improve retention. Additionally, most studies do not account for the cultural nuances that may impact retention strategies in the Chinese context, nor do they sufficiently explore the influence of non-monetary compensation elements such as benefits, recognition, and work-life balance. Addressing these gaps will provide a more holistic understanding of how private colleges can adapt their retention strategies to meet the needs of a shifting workforce.

Objectives of the Study - This study aimed to examine the organizational culture, career development and compensation management system in private schools in China to develop a framework to improve its employee retention. Specifically, it aimed to describe the organizational culture in terms of Values, Internal communication and Leadership style; determine the career development practices in terms of Promotion opportunities, Training and development, and recognition and reward; assess the compensation management system in view of Job evaluation and classification, salaries, and benefits; Test the significant relationships between organizational culture, career development compensation management system; and develop a framework to improve the employee retention of the private schools in China.

2. Methods

In this study, it used descriptive research method was adopted to fully understand and explain the impact of organizational culture, career development and salary management on employee retention in private schools in Jiangxi Province. Quantitative research is used to verify and quantify the correlation. Through the design of questionnaire or interview outline, a targeted survey will be conducted on target groups to collect their feedback on organizational culture, career development and salary management, so as to explore specific methods to enhance employee retention. Combination of qualitative and quantitative: use statistical analysis to sort out survey data and get quantitative results; In order to arrive at a qualitative conclusion, the data must be evaluated and explained simultaneously utilizing logical reasoning, comparison analysis, and other techniques.

A total of 450 regular employees of Private college in Jiangxi Province were selected for questionnaire survey. This study was conducted through wechat network channel in the form of questionnaires. With questionnaires serving as the primary means of study and interview, there were 443 valid questionnaires in all. The questionnaire consists of four parts. The first part is the basic information of the individual, including gender, age, working age, department, etc. The second part aims to collect 15 questions about organizational culture. The third part aims to collect responses to job development opportunities and includes 15 questions. The fourth part aims to collect the compensation system, including 15 questions.

In the dimension of "leadership style", Cronbach Alpha is 0.909, which is also an "excellent" level. This result indicates that there is a high degree of consistency in employees' perceptions of leadership style. Organizational management heavily relies on leadership style, and various leadership philosophies may directly affect how people behave, think, and perform at work. A reliability value of 0.909 means that employees have similar evaluations of how their leaders behave, make decisions, and deal with problems. This indicates that the leadership of the organization may have adopted a consistent leadership style, or at least demonstrated consistency in the eyes of employees. This helps to reduce employee dissatisfaction with leaders and enhance organizational cohesion. However, organizations still need to focus on the diversity of different leadership styles and ensure that there is good interaction and communication between the top and the bottom.

For the item "promotion opportunity", Cronbach Alpha value is 0.891, which belongs to the "good" range. Promotion opportunity is an important factor in employees' career development, and a fair promotion system can enhance employees' work motivation and organizational loyalty. An Alpha value of 0.891 indicates that employees have a relatively consistent view of the distribution of promotion opportunities in the organization. This may mean that the organization has some transparency in the promotion process, and that employees are OK with the fairness of the system. However, the distribution of promotion opportunities is still a sensitive topic in many organizations, and organizations need to continuously optimize promotion criteria and processes to ensure that all employees have equal opportunities for promotion, especially to avoid inequities caused by factors such as gender, age, and race.

In the "training and development" dimension, Cronbach Alpha is 0.903, also an "excellent" level. An employee's career depends heavily on training and development as it not only helps them improve their abilities but also increases their commitment to the company. Employee consistency in assessing the organization's training and development opportunities and quality is indicated by an alpha score of 0.903. This indicates that organizations have invested more resources in employee skills training and career development planning, and these resources have been recognized by employees. Nevertheless, to make sure that their training and development programs really address the requirements of their workers, businesses should keep updating the structure and content of training in accordance with changes in the industry and employee demands.

The Cronbach Alpha for "recognition and awards" is 0.887, which is in the "good" range. Recognition and reward system is an important means to motivate employees. When employees' efforts and achievements can be recognized in time, they will be more active in their work. Employees have similar opinions on the organization's

recognition and reward system, according to the reliability value of 0.887, suggesting that the system may serve as a motivator to some degree. Organizations may further improve employee motivation and organizational loyalty by adopting more clear and objective incentive criteria, but the fairness and openness of the compensation system remain the primary variables influencing employee satisfaction.

The Cronbach Alpha value of "Job Evaluation and classification" is 0.920, which belongs to the "excellent" level. This confidence value indicates that employees' views on job evaluation and classification systems are very consistent. An essential component of organizational management is job appraisal and categorization, which influences workers' career growth paths in addition to determining their pay grade. A confidence value of 0.920 indicates that employees are satisfied with the current assessment and classification system, which means that the organization's practice in this area is recognized. However, the fairness and transparency of the job evaluation and classification system still need continuous attention, especially when pay is linked to performance, and any unfair evaluation may lead to a decrease in employee motivation.

The dimension of "salary", Cronbach Alpha value is 0.913, which belongs to the "excellent" level. This finding indicates that workers' opinions on organizational pay structures are quite consistent. One important component influencing employee happiness is salary. Equitable pay distribution may improve workers' feeling of belonging to the company as well as their motivation for their jobs. A confidence value of 0.913 indicates that the organization's compensation management practices are widely recognized by employees. Nevertheless, organizations should regularly review compensation structures to ensure that they are competitive and reflect changes in the market and employee contributions.

The Cronbach Alpha value of "welfare" is 0.912, which belongs to the "excellent" level. In addition to pay, one of the key elements influencing workers' job happiness is the welfare system. Benefits include health insurance, paid holidays, pensions, etc. A confidence value of 0.912 indicates that employees have a consistent acceptance of the current benefits system. This indicates that the welfare system of the organization is relatively sound and can effectively support the quality of life and work balance of employees. To make sure that their benefit plans are in line with the demands of the workforce and the market, companies must nevertheless periodically review their benefits policies.

All data collected in this questionnaire is conducted with employee permission to ensure employee privacy. The questionnaire fully respects the rights of the respondents, who are free to choose to participate or not. Enhance. The data collection process included the distribution of questionnaires to participants. The questionnaire is distributed through the Questionnaire Star app. A sample of professors and administrators from private institutions in Jiangxi, China, were interviewed after the questionnaire was given to them. Within the allotted time, participants must finish the file.

An informed consent form outlining the study's history, goals, and anticipated results was given to all possible volunteers prior to the inquiry starting. Participants' complete understanding of the study's purpose, the fact that participation is entirely voluntary, and the ability to withdraw at any moment are all guaranteed by this permission form. The researchers placed special attention on data handling to reassure respondents, guaranteeing that all information gathered would be kept completely private, utilized only for study, and not shared with other parties. In addition, the research team further strengthened the privacy protection measures, and for some participants who are concerned about sensitive information, the researchers also provided additional confidentiality agreements to further ensure that their personal information will not be leaked. This transparent form of communication not only enhances the trust of the participants, but also improves the reliability and ethical compliance of the research.

3. Results and discussion

Table 1 by the summary table on organizational culture , composite mean of 2.69.Optimizing these three factors is a significant method of raising the caliber of organizational culture. The research shows that improving employee recognition and reward, career development support and employee well-being care can provide

positive help and effect to improve organizational culture level. When the organization attaches importance to and optimizes these three factors, it can enhance the employee's sense of identity with the organization and create a good working environment to improve work performance. Jackson et al. (2022) explored the role of recognition and reward in enhancing organizational culture. They point out that organizations can effectively promote employee motivation and belonging through fair and transparent reward and recognition systems. Effective systems can foster a sense of belonging, which in turn creates a supportive and collaborative work culture. The transparency, personalization and consistency of the reward system are the key elements to enhance employees' identification with the organizational culture.

Table 1

Summary Table on Organizational Culture

Key Result Areas	Composite Mean	VI	Rank
Values	2.65	Agree	3
Internal Communication	2.71	Agree	2
Leadership Style	2.72	Agree	1
Grand Composite Mean	2.69	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Leadership style also plays an important role in organizational culture, with data showing that employees have a positive attitude towards leadership style, ranking first, first, and first, with an average score of 2.72, Rank 1. Transformational leadership drives organizational change and innovation by motivating employees, improving employee satisfaction and performance. Edmondson (2019) highlights the important role leaders play in establishing psychologically safe environments, which can improve the learning capacity and innovation potential of teams. Leaders demonstrating behavior, allowing failure, and encouraging employee engagement are key strategies to promote psychological safety. Not only do these strategies promote team cohesion and collaboration, but they also help organizations remain flexible and adaptable in complex environments. Organizational values, internal communication, and leadership styles complement each other to form an organizational culture. Managers should focus on these elements and improve employee satisfaction and organizational performance by creating a supportive culture, improving effective communication, and developing an effective leadership style. This not only helps the organization achieve its objectives but also advances its general prosperity and long-term viability.

When it comes to internal communication, there is data that employees are satisfied with communication, with an average score of 2.71, ranking second. Effective internal communication is essential for information flow, teamwork, and employee engagement. O'Reilly et al. (2016) argue that clear communication helps employees understand the need for change, reduces resistance, and facilitates the smooth implementation of change. As the foundation of an organization's culture, organizational values not only define the identity and direction of the organization, but also profoundly influence employees' behavior and decisions.

With an average score of 2.65, the organization value comes in third place in the statistics. Schein (2010), who highlights the significance of fundamental values in the formation of corporate culture, concurs with this conclusion. When employees' personal values align with organizational values, they are more likely to be actively involved in things like innovation and teamwork. According to Edmondson (2019), psychological safety has a significant impact on how well employees work in a company. Employees may freely voice their thoughts, ask questions, and own up to their errors in a psychologically secure workplace without worrying about repercussions or humiliation. This culture not only increases employee engagement but also makes the organization more adaptable and competitive. Creating psychological safety supports the organization's overarching objectives in addition to the personal growth of its workforce. According to a research by Denison et al. (2015), organizational performance and strong organizational values are positively correlated. Employees are more likely to engage with their job and produce higher-quality tasks when they share the organization's ideals. It also demonstrates that in order to achieve long-term organizational success, managers must prioritize employee happiness and cultural flexibility while fostering culture formation and cultivate an atmosphere that

supports employee growth.

Table 2

Summary Table on Career Development Practices

Key Result Areas	Composite Mean	VI	Rank
Promotion Opportunities	2.72	Agree	2.5
Training and Development	2.72	Agree	2.5
Recognition and Reward	2.76	Agree	1
Grand Composite Mean	2.73	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 2 shows that summary table on career development practices professional development practices are a key component of organizational management that can increase employee satisfaction and loyalty, as well as build a strong foundation for the long-term success of an organization, with an grand composite mean of 2.73. The top three Outcome Areas (KRAs) in the table—promotion opportunities, training and development, and recognition and compensation—are key indicators for assessing the effectiveness of career development practices. By analyzing the scores for these metrics, you can better understand how employees perceive your organization's professional development practices and explore ways to improve these areas to further improve employee experience and organizational performance.

“Recognition and Reward” has a score of 2.76, which is the highest among the three domains. Demonstrate that employees generally feel recognized for their efforts and achievements, and that the organization's reward system is effective in motivating employees. This reflects employees' positive attitudes towards the organization's compensation system, and the fact that these incentives drive workplace performance and motivation to some extent (Clarke et. al.,2018). However, while recognition and reward scores are slightly higher than the other two domains, they still do not reach the level of "strong consistency", suggesting that there is still room for improvement in fairness, transparency, and reward personalization. Garcia et al. (2022) investigated the impact of employee recognition systems on employee performance. They found that employees' perceptions of being accepted by the organization had a direct impact on work motivation and teamwork. Research shows that when an employee's efforts are recognized by the organization, they are more confident and engaged in their work. Furthermore, consistent recognition practices, such public acknowledgment, performance bonuses, and individual accomplishment celebrations, not only inspire workers but also contribute to the organization's general cohesiveness and morale. As a result, the research suggests setting up a tiered pay structure to continuously encourage staff development and advancement.

Employees typically think that their company provides some kind of promotion possibility, although such possibilities may not be sufficient or quickly accessible, according to the average score for promotion opportunities, which is 2.72, falling within the "agree" range. Promoting progression, encouraging employees to aim higher, and encouraging talent mobility and information exchange inside the company are all crucial components of employee career development (Lee et. al.,2018). However, low scores reflect any concerns employees may have about the transparency or fairness of promotions. To increase the chances of promotion, organizations can make improvements: First, establish clear promotion criteria and career development plans so that employees understand what they need to do to get promoted. Second, provide opportunities for regular promotions, such as through internal transfers and organizational structure optimization, to ensure that all employees have a fair chance to compete.

Employees are happy with the organization's training and development chances, with an average training and development score of 2.72, although they think there is still need for growth. Good training and development initiatives support workers' personal talents, foster professional development, increase their feeling of belonging to the company, and help them adjust to the ever-changing work environment (Bell et. al.,2017). Finally, the issue of fairness is important, and organizations must ensure that all employees are equally recognized and rewarded, avoiding all forms of bias and inequality (Lopez, 2021). As the aggregated analysis of the data in the

table shows, scores for all key result areas are concentrated in the "agree" range, indicating that employees generally have a positive attitude towards the organization's professional development practices. But the performance of these scores also shows that there is actually room for improvement. This attitude may stem from employees' high expectations for career development opportunities and the gap between existing practices and expectations (McGuirk et. al.,2021). Promotion, training, development opportunities, recognition, and compensation are key determinants of employee satisfaction and organizational performance, so organizational optimization in these three areas is key to improving the employee experience. Effective career development practices not only help organizations attract and retain talent, but they also increase employee engagement and motivation, laying a strong foundation for the organization's long-term growth.

Table 3*Summary Table on Compensation Management System*

Key Result Areas	Composite Mean	VI	Rank
Job Evaluation and Classification	2.71	Agree	2.5
Salaries	2.71	Agree	2.5
Benefits	2.73	Agree	1
Grand Composite Mean	2.72	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 3 shows that summary table on compensation management system, the grand composite mean of the compensation management system is 2.72, which is in the "I agree" range. This shows that employees have a positive attitude towards the organization's compensation management system, but it also shows that there is room for improvement. Organizations should continue to pay attention to employee feedback and continuously improve and optimize their compensation management systems to meet employee needs and expectations (Smith et. al.,2021).

Through continuous evaluation and improvement, organizations can not only improve employee satisfaction but also promote the career development of employees, which in turn improves the overall performance of the organization. After a comprehensive analysis of the key performance areas of the compensation management system, we found that the system consists of three main elements: job evaluation and classification, and compensation and benefits. Each section combines average scores, sentiment trends, and ratings to give you a deeper understanding of employee satisfaction. The data in Table 3 provides a comprehensive assessment of an organization's compensation management system, revealing employee perceptions and satisfaction with the various components. By analyzing this data, organizations can identify areas for improvement and take appropriate actions to improve their employees' overall satisfaction and loyalty. For example, an organization might consider offering more career development opportunities to increase employee engagement with the organization. At the same time, organizations can also explore new benefits options that are effective ways to increase employee satisfaction, such as flexible work arrangements, remote work options, and increased employee engagement in decision-making.

Benefits rank 1, with an overall average score of 2.73, with the highest scores in all three key result areas, indicating that employees are satisfied with the benefits provided by the organization. Benefits programs such as health insurance, pension plans, and paid time off play an important role in improving the overall satisfaction and quality of life of employees. To maintain and increase the attractiveness of benefits programs, organizations can offer more personalized benefits options to meet the diverse needs of their employees. At the same time, it's important to educate employees about the true value of your benefits program so they can make the most of those resources (Johnson et. al.,2023). Research shows that employee satisfaction with benefits is strongly correlated with their overall identification with the organization. The more comprehensive and tailored the benefits are to the needs of employees, the stronger their organizational commitment and the more motivated they will be to stay with the company for the long term. Research shows that organizations should consider the real needs of employees in the design of benefits to effectively improve employee loyalty and retention.

In terms of compensation management, the global average contribution is also 2.71, which reflects employee satisfaction with the current level and structure of compensation, which has an impact on employee satisfaction and loyalty. In order to be competitive in the wage market, there is a need to make wage decisions more transparent in order to understand the relationship between wages and job performance.

The overall average score for job evaluations and evaluations is in the "agree" range, score 2.71, indicating that the organization's practices in this area generally consider employees to be reasonable. However, this score also indicates the possibility of further improvement. Job evaluation and classification are the foundation for structuring compensation structures and promotion pathways, directly impacting employee satisfaction and perceptions of organizational fairness. To improve scores in this area, organizations can take specific steps, such as clarifying evaluation criteria and evaluation processes, to ensure that employees have a clear understanding of how their work is being evaluated and ranked. The criteria for evaluation efforts should be reviewed and updated regularly to ensure they are aligned with organization's goals and market changes (Johnson et. al.,2023).

Table 4 shows the relationship between organizational culture and career development practices. There was a substantial positive link between internal communication and promotion possibilities, as shown by the relationship between organizational culture and career development practices, the RHO value of promotion opportunity, and the P-value being less than 0.001.

Table 4

Relationship Between Organizational Culture and Career Development Practices

Variables	rho	p-value	Interpretation
Values			
Promotion Opportunities	0.570**	< .001	Highly Significant
Training and Development	0.515**	< .001	Highly Significant
Recognition and Reward	0.462**	< .001	Highly Significant
Internal Communication			
Promotion Opportunities	0.653**	< .001	Highly Significant
Training and Development	0.570**	< .001	Highly Significant
Recognition and Reward	0.511**	< .001	Highly Significant
Leadership Style			
Promotion Opportunities	0.749**	< .001	Highly Significant
Training and Development	0.651**	< .001	Highly Significant
Recognition and Reward	0.573**	< .001	Highly Significant

** . Correlation is significant at the 0.01 level

Yang et al. (2021) states that in organizations with good internal communication, employees are more likely to receive promotions. Organizations that communicate transparently are often better able to communicate promotion criteria and opportunities, reduce information asymmetry, and promote career advancement for employees. Training & Development: An RHO value of 0.570 and a P-value of less than 0.001 indicate a significant positive correlation between internal communication and employee training and development opportunities. Good internal communication helps employees get timely information about training opportunities to improve their skills and careers. Recognition and reward: The RHO value was 0.511 and the P value was less than 0.001, indicating that there was also a significant positive correlation between internal communication and employee recognition and reward. In a well-communicated environment, employees are more likely to receive timely recognition and rewards for their contributions.

Possibility of advancement: The table's greatest correlation coefficient, 0.749 for the RHO and less than 0.001 for the P-value, shows a very significant positive relationship between leadership style and prospects for advancement. This indicates that an employee's prospects of progress are significantly impacted by the leadership style. By providing guidance and support, a positive leadership style may assist staff members in taking advantage of greater possibilities for growth. Training and development: A substantial positive correlation between leadership style and employee training and development opportunities is shown by a RHO value of 0.651 and a P-value of less than 0.001. Supportive leadership often encourages staff members to take advantage

of further training and educational opportunities. Employee Recognition and Reward: There is a strong positive correlation between leadership style and employee recognition and reward, as shown by the RHO value of 0.573 and the P value of less than 0.001. The actions and choices of leaders have a big impact on how well employee incentive and recognition programs work.

P values were less than 0.001 and all significant rho values were higher than 0.5, suggesting that these associations were statistically significant. We may reject the null hypothesis with a high degree of confidence that there is no association between these variables if the p-value is less than 0.01. This demonstrates that several facets of corporate culture have a major influence on career development practices, including chances for training and development, promotion, and incentive systems—all of which are essential components of career development. Liu et al. (2023) found that organizational culture largely influences employee behaviors, attitudes, and job performance. A friendly, transparent, and optimistic organizational culture helps employees grow in their careers by offering more chances for promotion, resources for training and development, and recognition and rewards. By improving these aspects, organizations can effectively improve employee job satisfaction, loyalty, and overall performance.

Organizations should aim to improve internal communication channels and ensure transparency and timeliness of information, which will help improve career development opportunities for employees. Leadership should develop a supportive and encouraging leadership style to motivate employees and provide necessary professional development support (). Organizations should focus on the training and development of their employees, which will help them grow their skills and thus, support their career development. By recognizing and rewarding employees' contributions in a timely manner, organizations can improve employee morale and motivation (Zhang et. al.,2022).

The data in the table clearly demonstrates the connection between organizational culture and professional development practices which is not to be underestimated. By strengthening the major parts of the internal culture, for instance, communication between the employees and the leadership style they use, companies can thus successfully promote the employee's professional development along with the improvement of their satisfaction and performance. The results are of great value in their practical application both in human resources management and organizational development.

Table 5

Relationship Between Organizational Culture and Compensation Management System

Variables	rho	p-value	Interpretation
Values			
Job Evaluation and Classification	0.354**	< .001	Highly Significant
Salaries	0.327**	< .001	Highly Significant
Benefits	0.238**	< .001	Highly Significant
Internal Communication			
Job Evaluation and Classification	0.421**	< .001	Highly Significant
Salaries	0.367**	< .001	Highly Significant
Benefits	0.282**	< .001	Highly Significant
Leadership Style			
Job Evaluation and Classification	0.469**	< .001	Highly Significant
Salaries	0.417**	< .001	Highly Significant
Benefits	0.317**	< .001	Highly Significant

** Correlation is significant at the 0.01 level

By applying a statistical analysis of the relationship between types of employment i.e. the job evaluation and classification, pay and benefits, and internal communication to management style, we found common variables, which are statistically significant. In particular, for evaluating jobs and classifying them, the RHO was 0.421, while the P-value was less than 0.001. This means, a highly significant correlation was found between the communication methods and the job evaluation and classification practices. This implies that good organizations with great internal communication may favor fairness and transparency of job evaluation and classification

approaches (García-Sánchez et al., 2020). This transparency helps employees understand how their job performance is being evaluated and how these evaluations affect their career development.

As far as income is concerned, the RHO value is 0.367 and the P-value even becomes less than 0.001, in that case a positive correlation with communication is clearly seen. Good internal communication may contribute to fairer and more transparent pay decisions, ensuring that employees understand how their pay is determined and how their job performance affects pay adjustments.

Regarding the welfare, the RHO value was 0.282 and the P value was less than 0.001, a fact that also supports the notion that there was a significant positive correlation between both of them. This suggests that employees may enjoy a better benefits package in a well-communicated environment (Sparrow et al., 2021). Transparent communication helps employees understand what benefits are available to them and how they meet their individual needs.

Moreover, the rho coefficient of job evaluation and classification was 0.469 and p-value was lower than 0.001, which means the highest correlation in the table, thus, formation a very strong positive correlation between leadership style and job evaluation and classification. This may mean that leadership style heavily influences fairness and transparency in job evaluation and classification (Judge et. al.,2020). When leaders adopt a supportive and encouraging leadership style, they are more likely to implement an impartial job evaluation and classification mechanism.

The RHO value of 0.417 and the P value of less than 0.001 for the salary implies that there is also a strong positive relationship between the leadership style and the salary. Leadership style can have a direct impact on fairness and transparency in pay decisions. Leaders' decisions and behaviors can shape employees' perceptions of pay equity. As it pertains to welfare, the correlation coefficient rho was 0.317 and the P value was less than 0.001, which shows that there was a strong positive correlation between the leadership style and welfare. This may imply that leadership style plays a substantial role in the development of employee benefits policies as well. Supportive behaviors by leaders can promote more comprehensive and attractive welfare policies. All the rho values were statistically significant, with all of them greater than 0.2 and the p-values less than 0.01. A p-value smaller than 0.01 signifies that we confidently reject the null hypothesis that there is no relationship between the variables. This is an indication that organizational culture dimensions have a measurable effect on the compensation system of an organization, which is nonetheless efficient.

Organizational culture is the critical element that shapes employee behavior, attitude, and performance. A supportive, open, and positive organizational culture promotes a fair and transparent compensation management system that provides unbiased job evaluation and classification, reasonable pay, and good benefits. All of So eventually, all these things can be used to increase the level of satisfaction of employees, as well as their loyalty and productivity. The best and easiest way to open communication lines between employees is for organizations to improve their internal communication channels and to make sure that information is both accurate and timely. This will, in turn, improve the fairness and transparency of compensation management systems (García-Sánchez et al., 2020). In addition, leadership should develop a supportive and encouraging leadership style to motivate employees and provide necessary compensation management support (Judge et. al.,2020). Organizations should also ensure fairness and transparency in the evaluation and classification of jobs to promote a sense of fairness and satisfaction among employees.

Establishing a reasonable pay and benefits policy is also key to increasing employee satisfaction and loyalty. Organizations can achieve this by offering competitive salaries and comprehensive benefits packages (Sparrow et al., 2021). It might be health insurance, retirement plans, paid time off, professional development opportunities, and other such things as well. With these measures, organizations can attract and retain talent while improving employee job satisfaction and performance. Organizations may find it useful to collect information from employees through annual satisfaction compensation surveys in order to check if the remuneration management system is satisfactory. These surveys provide data that are useful for organizations to

see the needs and expectations of their employees and make these adjustments in their compensation policies accordingly. Organizations may also consider implementing a performance management system to ensure that employees' performance is fairly evaluated and that salary adjustments can be made accordingly. As an ongoing process, compensation management is in the stage of experimentation. Thus, it should be not only excellent in its design and proper implementation but also reveal the dynamic nature and adaptability of the system. The cycle of improvement in compensation management, which is series of actions companies must take to ensure that the compensation system are the ones that employees need at job satisfaction is high, and in turn contributes to performance. Such continues to success and sustainability in the organizational setting.

Table 6 shows the connections between career development practices and compensation management systems are based on the results of the investigation that we made and a series of positive correlations were observed, especially in the area of job evaluation and classification. The values of the three causal variables, which are promotion opportunities, training and development, and recognition and rewards, exhibited a correlation with job evaluation equal to RHO 0.550, 0.661, and 0.727, respectively, and a correlation p-value less than 0.001, so the strength of these variables was mainly manifested in the job evaluation (Yang et. al.,2021). This relationship means that job evaluation and classification processes tend to be more fair and transparent in organizations that value employee career development and provide appropriate training opportunities. This transparency not only increases employees' trust in the evaluation process, but also strengthens their sense of identity with the organization.

Table 6

Relationship Between Career Development Practices and Compensation Management System

Variables	rho	p-value	Interpretation
Promotion Opportunities			
Job Evaluation and Classification	0.550**	< .001	Highly Significant
Salaries	0.495**	< .001	Highly Significant
Benefits	0.387**	< .001	Highly Significant
Training and Development			
Job Evaluation and Classification	0.661**	< .001	Highly Significant
Salaries	0.614**	< .001	Highly Significant
Benefits	0.504**	< .001	Highly Significant
Recognition and Reward			
Job Evaluation and Classification	0.727**	< .001	Highly Significant
Salaries	0.641**	< .001	Highly Significant
Benefits	0.510**	< .001	Highly Significant

***. Correlation is significant at the 0.01 level*

Refining the analysis of the salary correlation, we can see that the rho values between promotion opportunities, training and development, recognition and rewards, and salary also reflect a very significant relationship. They are 0.495, 0.614, and 0.641, respectively, and the p-values are less than or equal to 0.001 (Zhang et. al.,2022). This result reveals the importance of organizations considering promotion opportunities and recognition mechanisms in employee compensation management, which can improve the fairness and transparency of salary decisions. When employees' efforts and contributions are recognized and rewarded accordingly, this not only affects distribution of salaries, but also improves employees' motivation and loyalty.

In terms of benefits, the RHO values for promotion opportunities, training and development, and recognition and rewards and benefits were 0.387, 0.504, and 0.510, respectively, and these meaningful statistical results also substantiate the positive association between these career development practices and advantages (Liu et. al.,2023). These findings suggest that the significant relationship between career development practices and compensation management systems extends not only to job evaluation and classification and pay, but also to benefits. Reinforcing organizations that recognize and invest in the career advancement of their employees are the best to administer a fair and equitable pay-out. This will lead to overall employee satisfaction and loyalty.

To further reinforce this positive correlation, organizations can take a number of steps. First of all, the organization should establish a clear promotion path and career development plan, so that employees can see the possibilities for personal growth and career development. Secondly, give employees the ongoing training and development opportunities that they need to improve their skills and knowledge and to set a firm base for future career development. Additionally, the roll-out of an efficient employee recognition and reward system that is able to acknowledge employees' excellent performance and contributions will not only increase employee satisfaction but also stimulate their motivation and creativity. Organizations can also consider aligning career development with compensation management to ensure employees see how their efforts and growth translate into tangible benefits in compensation and benefits. For example, performance-related compensation growth plans can be designed, or career development-related benefits such as tuition reimbursement, professional qualification support, and more. Additionally, organizations should regularly evaluate and adjust their compensation management systems to reflect changing market trends. Regularly review market wages and internal wage structures to meet employee needs to ensure fair competition (Zhang et. al.,2022). Through these measures, not only can the organization's job satisfaction and employee loyalty be increased, but also a positive, productive, and creative work environment can be improved. This adds the attraction, retention, and development of employee performance but it also helps the company to be successful and sustainable. These findings are the foundation for the HR department and long-term organizational development for clear professional development of employees and payroll system optimization.

Research Output

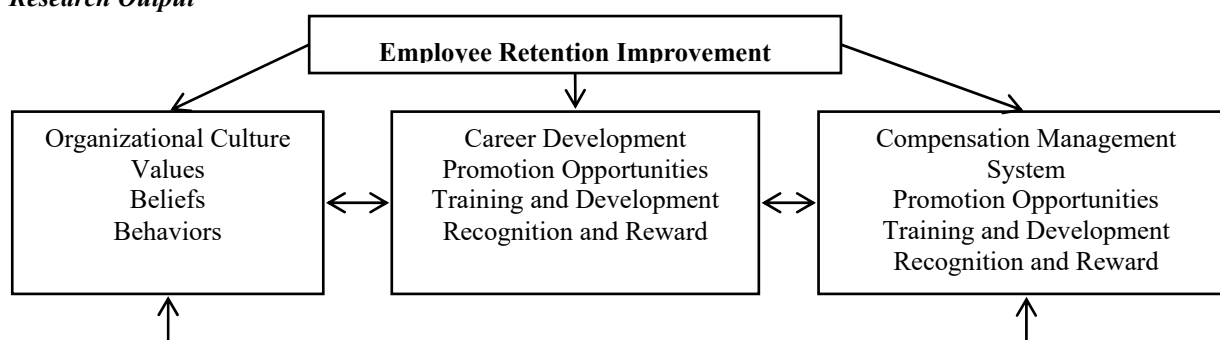


Figure 1. Employee Retention Improvement

The framework illustrates the interconnection of three key factors that significantly influence employee retention within an organization. Organizational Culture are the shared values, beliefs, and behaviors that define the workplace environment. This includes Values, Internal communication and Leadership style A positive and supportive culture fosters employee satisfaction, engagement, and loyalty.

Career Development: This encompasses opportunities for professional growth, learning, and advancement, this includes Promotion opportunities, Training and development, and recognition and reward. When employees feel they have a clear path for career progression and are provided with resources to develop their skills, they are more likely to stay. **Compensation Management System:** This includes fair and competitive compensation packages, benefits, and rewards. A well-structured compensation system that aligns with employee contributions and market standards helps to retain top talent.

The arrows in the diagram highlight the bidirectional relationships between these elements: **Organizational Culture and Career Development:** A strong organizational culture supports employee development by providing a conducive environment for learning and growth. Conversely, a culture that values career progression can enhance employee satisfaction and commitment.

Career Development and Compensation Management System: Career development opportunities often lead to increased responsibilities and performance, which can justify higher compensation. Conversely, a

well-designed compensation system can motivate employees to pursue career advancement. Compensation Management System and Organizational Culture: A fair and equitable compensation system reinforces the organization's values and can contribute to a positive and motivating work environment. Conversely, a strong organizational culture can help employees appreciate the value of their compensation and benefits.

When these three factors are aligned and effectively managed, they create a synergistic effect that positively impacts employee retention. Employees who feel valued, have opportunities for growth, and are fairly compensated are more likely to remain loyal to the organization. In essence, the framework emphasizes that employee retention is not solely about offering competitive salaries but also about fostering a positive work environment, providing opportunities for development, and recognizing and rewarding employee contributions.

4. Conclusions and recommendations

The respondents generally agreed on the organizational culture of the private schools in China. The respondents likewise have general agreement on the career development practices. The respondents generally agreed on the compensation management system of private schools. There is highly significant relationship among Organizational Culture, Career Development and Compensation Management System. An Employee Retention Improvement Framework was developed that can be used by the private schools to improve the employee retention.

The private schools may reinforce its core values through regular training and leadership modeling, coupled with a values-based recognition system to ensure alignment and foster a unified organizational culture. The HR of the private schools may enhance its career development initiatives by establishing clearer pathways for promotion and expanding training programs, ensuring that employees are aware of available opportunities and feel supported in their professional growth. The private schools may review and enhance its compensation management system by providing competitive benefits packages and ensuring transparent job evaluation and classification processes to better meet employee expectations and promote overall satisfaction. The development employee retention improvement framework may be adopted by the private schools to have better employee retention. The future researchers may conduct qualitative research methods, such as interviews or focus groups, to gain deeper insights into employees' perceptions of values, promotion opportunities, training programs, and compensation practices, which can provide richer data beyond quantitative measures.

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