

# Career development, employee retention and work engagement among millennials: Basis for improved talent development framework

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## Abstract

This study explored the interconnections between career development, work engagement, and employee retention within organizations. As the modern workforce evolves, understanding the factors that influence employee's satisfaction and commitment has become paramount. Career development initiatives, including training programs, mentorship, and clear advancement pathways, are shown to significantly enhance work engagement, leading to increased productivity and job satisfaction. Furthermore, engaged employees are more likely to exhibit loyalty to their organizations, thereby improving retention rates. The research respondents are 420 millennial employees working in different IT Companies in Metro Manila. A survey questionnaire was used for this data collection. The findings indicated that there is strong evidence in work engagement amongst employees in terms of cognitive, affective, and behavioral engagement, a significant relationship between career development, employee retention and work engagement, and a high significant relationship between positive work environment and culture and employee well-being towards work engagement as well as work-life integration and work engagement. Understanding the interplay between career development, employee retention, and work engagement is essential for creating a robust talent development framework within organizations. Each of these factors significantly influences how talent is nurtured and retained, ultimately impacting organizational success. Career development initiatives help align individual aspirations with organizational objectives. High employee retention rates reduce the costs associated with recruiting and training new hires. Organizations that focus on retaining talent through effective development programs can significantly lower turnover expenses. Engaged employees are more likely to perform at higher levels, contributing to the organization's success. Their commitment to their roles often translates into better service delivery and innovation. Integrating these factors will effectively integrate career development, employee retention, and work engagement into a talent development framework for the perusal of the organizations. Furthermore, by focusing on these implications and strategies, organizations can create a comprehensive talent

development framework that nurtures talent, enhances employee's satisfaction, and drives overall success.

**Keywords:** career development, employee retentions, improved talent development framework, millennials, work engagement

## **Career development, employee retention and work engagement among millennials: Basis for improved talent development framework**

### **1. Introduction**

A talent development framework is a fundamental component for organizational success in the contemporary business environment. It serves as a strategic tool within Human Resource Management (HRM) that enhances recruitment, retention, and employee satisfaction. By implementing such a framework, companies can ensure compliance with labor laws and promote diversity and inclusion, thereby mitigating potential legal risks. Additionally, the integration of technology and data analytics allows for personalized learning initiatives that prepare employees to adapt to rapidly evolving workplace demands (Chilcote, 2025). The globalized workforce presents challenges in attracting and retaining top talent, making a robust talent management framework indispensable for competitiveness. These elements collectively enable organizations to maintain a skilled workforce aligned with strategic objectives.

Millennials are individuals who were born between 1981 to 1996. This generation is demarcated to facilitate meaningful analysis of social and cultural trends differentiating them from Generation Z. As digital natives, Millennials matured during significant technological advancements, particularly in Information and Communication Technology (ICT), shaping their interaction with the world around them. This generation is notably better educated than prior cohorts; approximately 39% hold at least a bachelor's degree compared to only 15% of the Silent Generation. Millennials also display unique socio-economic behaviors such as delayed marriage and home-ownership and extended cohabitation with parents. Millennial employees in IT companies represents the largest segment of the workforce, making their perspectives highly relevant to understanding workplace trends and challenges.

As digital natives, millennials are highly adaptable to technological advancements and innovation, which are crucial in the fast-evolving IT industry (Hollar et al., 2022). Their work preferences such as the demand for flexibility, career growth, and a strong work-life balance significantly influence company policies and organizational culture. By studying millennial employees, businesses can gain valuable insights into employee's engagement, job satisfaction, and retention strategies, ultimately helping IT companies create a more productive and supportive work environment. Focusing on career development, employee retention, and work engagement among millennials as a basis for an improved talent development framework will contribute to the development of a more effective talent development framework. Millennials make up the largest segment of the workforce in many organizations today, yet retaining them remains a significant challenge (Farooq et al., 2020).

The study focused on the following key areas: Career development to explore through learning and development opportunities, career path planning, and fostering personal and professional growth for millennial employees. As millennial employees, they are constantly faced with choices that will impact their future careers, making it essential to be proactive in developing their professional selves (Hassan et al., 2020).

As millennials enter the workforce, there is a growing emphasis on the importance of career development, work engagement and employee retention. This generation values personal growth and fulfillment in their professional lives, making it crucial for employers to prioritize opportunities for advancement and skill-building. Career development allows millennials to set goals and create a road-map for their future success. Employee retention is a critical aspect of organizational success that requires careful attention and strategic planning. In today's competitive business environment, companies are constantly striving to retain their top talent to maintain a competitive edge and drive innovation. High turnover rates can result in increased recruitment costs, decreased productivity, and loss of valuable institutional knowledge. Work engagement is a vital aspect of employee performance and organizational success. It refers to the level of energy, dedication, and enthusiasm that

employees bring to their jobs on a daily basis. Engaged employees are more likely to go above and beyond in their roles, leading to higher productivity, job satisfaction, and overall well-being. By investing in an improved talent development framework positively correlated with job performance and organizational outcomes. Organizations can foster work engagement by creating a positive work environment, providing opportunities for growth and development, recognizing and rewarding employee's contributions, and promoting a healthy work-life balance. Given that millennials value work-life balance and a supportive workplace culture, these factors play a crucial role in retaining top talent; and work engagement to describe the lens of cognitive, affective, and behavioral engagement. Understanding the different dimensions of work engagement will help organizations create an environment where millennials feel motivated, emotionally invested, and actively involved in their work.

The research examined how these factors interrelate, particularly how career development initiatives, retention strategies, and engagement efforts impact one another to propose an improved talent development framework, offering organizations evidence-based recommendations to enhance their talent management strategies. This framework aimed to align organizational objectives with the specific needs and preferences of millennial employees, ultimately improving retention and engagement levels. Through this research, the researcher aimed to provide organizations with the tools and insights necessary to better understand and address the challenges of developing, retaining, and engaging millennial talent. The resulting framework will serve as a foundation for companies to cultivate a more dynamic, engaged, and loyal workforce.

**Objectives of the Study** - The study aimed to promote a talent development framework which serves as a strategic objective within organizations, fundamentally enhancing both employee's capabilities and overall organizational performance. Specifically, the study determined the career development as to learning and development opportunities, career path planning and personal and professional growth; assessed employee retention as to positive work environment, employee well-being, and work-life integration; described the different work engagement in terms of cognitive engagement, affective engagement and behavioral engagement, tested the significant relationship among career development, employee retention and work engagement; and developed an improved talent development framework.

## 2. Methods

**Research Design** - This study adopted the descriptive-quantitative research method. This study is descriptive because it described the career development, employee retention and work engagement among millennials employed amongst the different IT companies. The data are elicited from the employees using the questionnaire-checklist. Quantitative approach uses numbers as its basis for making generalizations about a practice especially on career overview. Descriptive design is being used when the goal is to accurately describe the characteristics, trends, and patterns of a population, situation, or phenomenon, without manipulating variables or seeking to establish causal relationships. It is particularly useful in the early stages of research or when you want to understand a topic in depth before moving to more complex research designs. This means that numerical data generated from the respondents using questionnaire-checklist are utilized to carry out statistical analysis.

**Participants of the Study** - The participants in this study are millennial employees currently employed at six IT companies in Metro Manila, with a total of 420 participants. To mitigate bias, the researcher purposively selected six companies from a pool of sixteen IT companies in Metro Manila. The total participant count was derived from the millennial employees within these chosen companies. Millennial Employees comprise approximately 40–70% of the workforce in each of the selected companies. Company A has 140 Millennial employees out of 200 total employees, Company B has 100 Millennial employees out of 162 total employees, Company C has 20 Millennial employees out of 35 total employees, Company D has 20 Millennial employees out of 50 employees, Company E has 40 Millennial employees out of 60 total employees, and Company F has 100 millennial employees out of 150 total employees. These details were provided by the HR Department from

the chosen IT Companies. The researcher used total population sampling. Total population sampling is a research method that involves examining the entire population that possesses specific characteristics relevant to a study. This technique is often categorized as a purposive sampling method, where researcher chose to include every member of a small, well-defined population in their study. This approach is particularly useful when the population size is small enough that studying the entire group is feasible and necessary for obtaining accurate results. Total Population sampling eliminates sampling bias by including the entire population, researchers can avoid biases that may arise from selecting a sample. This method allows for a thorough understanding of the population, as all relevant data points are collected and is particularly beneficial when studying groups with uncommon traits, ensuring that no significant data is overlooked.

**Instrument of the Study** - The questionnaire was adapted and modified to identify the career development, employee retention and work engagement among millennials employed amongst the different IT companies within Metro Manila. The questionnaire consists of three parts. Part I will discuss the career development of the employees which is divided into learning and development opportunities, career path planning and progression, and personal and professional growth. The Part II of the questionnaire consists of the employee retention divided into positive work environment and culture, employee well-being, and work-life integration and Part III consists of work engagement which will be divided into cognitive engagement, affective engagement and behavioral engagement. The researcher informed and asked the respondents for the disclosure of information and by the respondent's permission that they are willing or not willing to disclose identification such information. Any secondary data and sources used for this research will be acknowledged with appropriate references. The researcher used a 4-Point Likert Scale questionnaire format shows as: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; and 1.00-1.49=Strongly Disagree.

**Table 1**

*Reliability Summary Table*

Indicators	Cronbach Alpha	Remarks
<b>Career Development, Employee Retention and Work Engagement among Millennial's Instrument</b>	.975	Excellent
<b>Per variable</b>		
<b>Career Development</b>	.947	Excellent
Learning and Development Opportunities	.913	Excellent
Career Path Planning and Progression	.856	Good
Personal and Professional Growth	.846	Good
<b>Employee Retention</b>	.964	Excellent
Positive Work Environment and Culture	.940	Excellent
Employee Well-Being	.925	Excellent
Work-Life Integration	.855	Good
<b>Work Engagement</b>	.970	Excellent
Cognitive Engagement	.923	Excellent
Affective Engagement	.943	Excellent
Behavioral Engagement	.900	Excellent

George and Mallery (2003) provide the following rules of thumb:> .9 – Excellent,> .8 – Good,> .7 – Acceptable,> .6 – Questionable,> .5 – Poor, and < .5 – Unacceptable

These determine the level of agreement and disagreement, any approval of the target respondents. The result of the Reliability Test of the 4-Point Likert Scale is used to determine the career development, employee retention and work engagement among millennials employed amongst the different IT companies within Metro Manila.

**Data Gathering Procedure** - In able to collect the necessary data coming from the respondents who are the millennials employed in the different IT companies in Metro Manila, the researcher first finalized the questionnaire needed for the conduct of the survey. Then she submitted the questionnaire to her adviser to be checked and validated. Upon validation of the adviser, the researcher complied a letter approved by the adviser

and the Dean to conduct the survey for the research. Upon the approval of the letter, the researcher forwarded these letters to the different IT companies in Metro Manila. These letters were received by the Human Resource Management Office and subject for approval. The researcher explained the purpose, benefit and risks in partaking in the study about the career development, employee retention and work engagement among millennials employed amongst the different IT companies within Metro Manila. Every respondent from the different IT companies was notified about this study that they participated. Considering ethical aspect of research, sufficient time was given to every respondent for their point of view by answering research questions. A consent form was given to the respondents to answer and to ensure appropriate permission using their information for research purposes. Confidentiality of any given information was assured to the respondents and respected. It was anticipated that each survey session would take at least 5 to 10 minutes for 1 respondent. Upon the approval of the company, the conduct of the survey pushed through. Thereafter, the researcher began sending the link of the google form to allow their employees to answer questionnaire in the google link for the purpose of their study.

**Data Analysis** - Weighted mean and rank were used to determine the career development as to learning and development opportunities, career path planning and progression and personal and professional growth; to assess employee retention as to positive work environment and culture, employee’s well-being and work-life integration; and to describe the work engagement in terms of cognitive engagement, affective engagement and behavioral engagement. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

**Ethical Consideration** - The ethical guidelines on the research study are going to be respected. This is outlined as the full informed consent of the respondents to the research, respect for privacy, confidentiality, and anonymity, with awareness of the right of withdrawal from this research at any time if so, wished by the respondents. Information that could identify individual respondents or the institutions in which they work will not be provided in the information about the respondents given throughout this report. To maintain the objectivity of the study, the results of the study taken were not used directly or indirectly against them. The data collected in this study was used solely for answering the purpose, benefits and risks of the career development, employee retention and work engagement among millennials employed amongst the different IT companies within Metro Manila. The study also underwent the ethics review process under the protocols of the Research and Evaluation Center of the university. A thorough review of the study design, methodology, and potential risks to participants was done by the center before any research can begin. By adhering to ethical guidelines, the researchers can protect the rights and dignity of individuals involved in their studies. It prevents harm to participants, ensures that informed consent is obtained, and upholds the integrity of the research being conducted to ensure that all actions done by the researchers is in accordance to the provision of the Data Privacy Act of 2012 which ensure the confidentiality of the information and the rights to privacy of the respondents to the conduct of this study.

### 3. Results and discussion

**Table 2**

*Summary Table of Career Development*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Learning and Development Opportunities	3.33	Agree	1.5
Career Path Planning and Progression	3.20	Agree	3
Personal and Professional Growth	3.33	Agree	1.5
Composite Mean	3.29	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 the summary table of career development in terms of learning and development opportunities,

career path planning and progression, and personal and professional growth. It has a composite mean of 3.29 and the respondents generally agreed on all dimensions of career development. The respondents agreed that all of the indicators are important part of career development. In the field of career development, it is crucial to understand the importance of learning and development opportunities, career path planning and progression, and personal and professional growth. Businesses that place a high priority on these components create an atmosphere that encourages employee’s development and engagement. Hosen et al. (2024) assert that while successful training improves staff skills and adaptation to changing industry norms, insufficient training can result in decreased service quality and productivity. This emphasizes the need for ongoing career development as a way to guarantee high-quality service delivery and preserve competitive advantage. Additionally, organized career path planning is essential for coordinating personal ambitions with corporate objectives. For successful career development, Terwilliger (2023) stressed the significance of evaluating job requirements, individual goals, and community needs. Employers can proactively develop talent by implementing tools like Individual Development Plans (IDPs), which assist staff in defining attainable goals. Furthermore, funding educational opportunities is crucial for both professional and personal development. Career development programs increase employee retention and job satisfaction while giving staff members critical skills that greatly aid in their internal promotion.

Learning and Development Opportunities and Personal and Professional Growth garnered equal rating with the highest mean value of 3.33. While Career Path Planning and Progression garnered the lowest ranking with a weighted mean of 3.20. This is because employees may perceive a lack of clear career progression pathways and insufficient support for long-term career development within their organizations. In many cases, companies may have vague or inconsistent career progression frameworks that do not provide clear guidelines for advancement. Employees often face challenges in understanding how to move forward in their careers, leading to frustration, stagnation, and dissatisfaction with their career growth prospects. Furthermore, in fast-paced industries like IT, employees may feel that career progression is often based more on immediate project needs or technical skill advancement rather than a structured, long-term career plan. As a result, employees may find it difficult to envision a clear path for growth or progression within the company, especially if organizational goals are perceived as misaligned with personal career aspirations. Employers who prioritize career development not only benefit from a more skilled workforce but also create a positive work environment that promotes continuous learning and growth (Thakur, 2022).

**Table 3**

*Summary Table of Employee Retention*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Positive Work Environment and Culture	3.41	Agree	1
Employee Well-being	3.24	Agree	3
Work-life Integration	3.38	Agree	2
Composite Mean	3.34	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 the summary table of employee retention in terms of positive work environment, employee’s well-being, and work-life integration. The result shows that the respondents agreed that all of the three elements are important in employee retention and should be practiced by the companies. The study conducted by Sheshadri et al. (2024) supports the conclusion that in the digital age, work-life integration, a healthy workplace culture, and employee well-being have become important factors in improving employee retention. Work-life balance and job happiness are strongly correlated, according to research, and this has a direct effect on an organization's capacity to retain talent. Offering flexible work schedules can greatly increase job satisfaction in industries like information technology, where there is intense competition for qualified workers. This flexibility makes it possible for workers to balance their personal and professional obligations, creating a more satisfying workplace that encourages loyalty and lowers attrition rates. Furthermore, ignoring work-life integration may have a negative impact on workers' well-being. According to Smith (2025), a sizable portion of workers said they would be willing to quit employment that interfere with their personal lives. This figure emphasizes how

important it is for businesses to foster work environments that value employees' time and encourage balance. By showcasing a dedication to employee's welfare, implementing tactics like flexible scheduling and remote work choices not only increases productivity but also draws in top talent (Lail, 2024).

Work- life Integration ranked number 2 with a mean value of 3 and interpreted as agree. The result shows that a positive work environment holds greater importance than work-life integration due to its direct influence on employee's well-being and organizational success. Employees spend a substantial portion of their lives at work estimated at 90,000 hours for the average US adult making the quality of workplace culture critical. A supportive and healthy culture fosters job satisfaction, reduces turnover, and enhances productivity. In contrast, poor workplace environments can lead to stress, disengagement, and diminished company performance. Thus, cultivating positivity at work not only benefits individuals but also drives business outcomes (lparsons, 2022).

While employee's well-being garnered the lowest ranking with a weighted mean of 3.24. The result shows that positive work environments and effective work-life integration are increasingly recognized as critical factors that surpass traditional notions of employee's well-being in fostering sustainable organizational success. Work-life integration goes beyond mere balance by allowing employees to fluidly manage their responsibilities across domains, reducing stressors that can undermine well-being. The synergy between a supportive workplace culture and integrated life management creates an ecosystem where employees feel valued and empowered, which is essential for long-term organizational resilience. Therefore, prioritizing positive work environments alongside seamless work-life integration arguably yields more substantial benefits than focusing solely on the narrower construct of employee's well-being.

**Table 4**

*Summary Table of Work Engagement*

<b>Indicators</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>	<b>Rank</b>
Cognitive Engagement	3.41	Agree	2
Affective Engagement	3.48	Agree	1
Behavioral Engagement	3.39	Agree	3
Composite Mean	3.43	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 4 shows the summary table of work engagement in terms of cognitive, affective and behavioral engagement. The result shows that the respondents agreed that all of the three elements are important in work engagement and should be practiced by the companies having a composite mean value of 3.43. The study's findings demonstrate that it is impossible to overestimate the significance of behavioral, affective, and cognitive involvement in the workplace. Employees' mental focus and attentiveness on their work are referred to as cognitive engagement (Spector, 2023). This component is essential because it allows workers to efficiently process information and make significant contributions to the objectives of the company. Employees are more inclined to put effort into their job and create a nice work atmosphere when they feel good about their roles.

Employees' visible activities in carrying out their duties, such as commitment and perseverance, are reflected in behavioral engagement (Huang et al.,2022). These three aspects must be addressed comprehensively in order for workplace engagement techniques to be effective; ignoring one can result in insufficient involvement (Spector, 2023). For example, an employee may put up a lot of work but be bored or dissatisfied, which causes them to lose cognitive attention. For optimum performance and general employee's well-being, companies should create an atmosphere that supports all three types of engagement.

Cognitive Engagement ranked number 2 with a mean value of 3.41 and interpreted as agree. Affective engagement is often considered more impactful than cognitive engagement in fostering meaningful learning experiences because it involves emotional connections that motivate and sustain student involvement. While cognitive strategies are essential for mastering content, affective factors provide the necessary foundation for sustained effort.

While behavioral engagement garnered the lowest in rank with a weighted mean of 3.39. Affective and cognitive engagement are often considered more impactful than behavioral engagement because they encompass deeper psychological processes that influence learning quality. Affective engagement involves students' emotional responses and motivation toward learning, fostering a personal connection with the material. These dimensions go beyond mere participation or compliance, which characterize behavioral engagement, by promoting intrinsic motivation and meaningful comprehension. Behavioral participation can occur without genuine interest or cognitive effort, limiting deep learning. In contrast, affective engagement enhances students' motivation and well-being by creating positive emotional experiences linked to their studies.

**Table 5**

*Relationship Between Career Development and Employee Retention*

Variables	Rho	p-value	Interpretation
<b>Learning and Development Opportunities</b>			
Positive Work Environment and Culture	.189**	<.001	Highly Significant
Employee Well-being	.327**	<.001	Highly Significant
Work-life Integration	.263**	<.001	Highly Significant
<b>Career Path Planning and Progression</b>			
Positive Work Environment and Culture	.225**	<.001	Highly Significant
Employee Well-being	.383**	<.001	Highly Significant
Work-life Integration	.302**	<.001	Highly Significant
<b>Personal and Professional Growth</b>			
Positive Work Environment and Culture	.255**	<.001	Highly Significant
Employee Well-being	.305**	<.001	Highly Significant
Work-life Integration	.218**	<.001	Highly Significant

Legend: Significant at  $p\text{-value} < 0.01$

Table 5 presents the relationship between career development and employee retention. The findings indicate that a positive work environment and culture have a highly significant correlation with all three career development factors: learning and development opportunities ( $\rho = .189, p < .001$ ), career path planning and progression ( $\rho = .225, p < .001$ ), and personal and professional growth ( $\rho = .255, p < .001$ ).

Similarly, employee's well-being exhibits a strong and highly significant association with these factors, showing the highest correlation coefficients across all categories: learning and development opportunities ( $\rho = .327, p < .001$ ), career path planning and progression ( $\rho = .383, p < .001$ ), and personal and professional growth ( $\rho = .305, p < .001$ ). Work-life integration is also significantly linked to career development aspects, with notable correlations for learning and development opportunities ( $\rho = .263, p < .001$ ), career path planning and progression ( $\rho = .302, p < .001$ ), and personal and professional growth ( $\rho = .218, p < .001$ ).

The result shows that for a business to succeed, career development and employee retention are closely related. Effective career development programs dramatically increase employee's engagement, which lowers turnover rates, according to numerous studies (Martin et al., 2022). Businesses that make investments in customized career progression possibilities not only satisfy the desires of individual workers but also match these aspirations with the aims of the company, resulting in a win-win situation.

Training and mentorship programs are examples of career development efforts that support employees' professional development and happiness. Employee's loyalty and a desire to stay with the company are more likely when they believe their employers are dedicated to their professional growth (Ali, 2020). On the other hand, when employees look for outside possibilities that offer better chances for progress, the lack of such opportunities may result in a higher turnover rate (Amri, 2023). Therefore, to promote retention, firms need to give strategic career development frameworks top priority. High turnover also has financial repercussions, which emphasize how crucial it is to fund career advancement. In addition to saving money on hiring, keeping talented workers helps organizations maintain institutional knowledge that is essential for long-term performance

(Kwenin et al., 2025). Therefore, improving employee retention and overall organizational success requires incorporating thorough career development methods into human resource management strategies.

Table 6 shows the relationship between career development and work engagement across cognitive, affective, and behavioral dimensions. The results indicate that learning and development opportunities are significantly associated with cognitive engagement ( $\rho=.109$ ,  $p=0.025$ ) and highly significantly correlated with both affective engagement ( $\rho=.179$ ,  $p<.001$ ) and behavioral engagement ( $\rho=.315$ ,  $p<.001$ ). Similarly, career path planning and progression shows a significant relationship with cognitive engagement ( $\rho=.100$ ,  $p=0.041$ ), while its correlation with affective engagement ( $\rho=.191$ ,  $p<.001$ ) and behavioral engagement ( $\rho=.241$ ,  $p<.001$ ) is highly significant. Meanwhile, personal and professional growth is significantly linked to all three dimensions of work engagement: cognitive engagement ( $\rho=.116$ ,  $p=0.017$ ), affective engagement ( $\rho=.125$ ,  $p=0.011$ ), and behavioral engagement ( $\rho=.125$ ,  $p=0.010$ ).

**Table 6**  
*Relationship Between Career Development and Work Engagement*

Variables	rho	p-value	Interpretation
<b>Learning and Development Opportunities</b>			
Cognitive Engagement	.109*	0.025	Significant
Affective Engagement	.179**	<.001	Highly Significant
Behavioral Engagement	.315**	<.001	Highly Significant
<b>Career Path Planning and Progression</b>			
Cognitive Engagement	.100*	0.041	Significant
Affective Engagement	.191**	<.001	Highly Significant
Behavioral Engagement	.241**	<.001	Highly Significant
<b>Personal and Professional Growth</b>			
Cognitive Engagement	.116*	0.017	Significant
Affective Engagement	.125*	0.011	Significant
Behavioral Engagement	.125*	0.010	Significant

*Legend: Significant at p-value<0.01/0.05*

The outcome demonstrates the need of researching the connection between career advancement and job satisfaction, especially in modern organizational settings. There are many aspects of career development, such as chances for advancement, skill improvement, and growth. Furthermore, actual data from study of Vui-Yee et al., (2020) carried out in various contexts further supports the relationship between career advancement and work engagement. a strong favorable relationship between work engagement and career development programs. These results demonstrate that companies that place a high priority on employee’s development through mentorship and training initiatives not only improve individual skills but also foster a motivated workforce. This link is mediated by elements like person-organization fit. As previously mentioned, workers who have a sense of belonging to their company are more engaged at work. This implies that the advantages of career development programs can be increased by creating an atmosphere where workers feel appreciated and in line with company objectives

**Table 7**  
*Relationship Between Employee Retention and Work Engagement*

Variables	rho	p-value	Interpretation
<b>Positive Work Environment and Culture</b>			
Cognitive Engagement	.203**	<.001	Highly Significant
Affective Engagement	.197**	<.001	Highly Significant
Behavioral Engagement	.186**	<.001	Highly Significant

<b>Employee Well-being</b>			
Cognitive Engagement	.125*	0.010	Significant
Affective Engagement	.173**	<.001	Highly Significant
Behavioral Engagement	.323**	<.001	Highly Significant
<b>Work-life Integration</b>			
Cognitive Engagement	.130**	0.007	Significant
Affective Engagement	.147**	0.002	Significant
Behavioral Engagement	.217**	<.001	Highly Significant

Legend: Significant at  $p$ -value<0.01/0.05

Table 7 indicates the relationship between employee retention factors and work engagement, highlighting significant correlations across cognitive, affective, and behavioral dimensions. A positive work environment and culture is highly significantly associated with cognitive engagement ( $\rho=.203, p<.001$ ), affective engagement ( $\rho=.197, p<.001$ ), and behavioral engagement ( $\rho=.186, p<.001$ ). Similarly, employee’s well-being shows a significant correlation with cognitive engagement ( $\rho=.125, p=0.010$ ) and highly significant relationships with affective engagement ( $\rho=.173, p<.001$ ) and behavioral engagement ( $\rho=.323, p<.001$ ). Additionally, work-life integration is significantly linked to cognitive engagement ( $\rho = .130, p = 0.007$ ) and affective engagement ( $\rho = .147, p = 0.002$ ), while demonstrating a highly significant correlation with behavioral engagement ( $\rho = .217, p < .001$ ).

The outcome demonstrates that companies looking to keep a steady workforce must pay close attention to the connection between employee’s engagement and retention. According to research, engaged workers who feel good and are more competent have a big role in keeping talent on board (Randle, 2022). Higher job satisfaction and lower turnover rates are the results of engaged employees' greater propensity to exhibit behavioral, emotional, and cognitive commitment to their jobs. As a result, companies ought to actively promote involvement by implementing focused tactics that improve the working environment. Work engagement acts as a mediating factor between total compensation and employee retention, according to a study by Yao et al. (2022). This shows that when workers believe their rewards are sufficient and satisfying, their engagement levels increase and they are more likely to stay with the company.

Furthermore, successful retention tactics depend on cultivating employee’s engagement. High levels of engagement improve overall organizational performance in addition to lowering attrition (Radley, 2022). Organizations can foster a culture of long-term employee’s loyalty by giving top priority to elements like workplace culture and onboarding experiences in addition to competitive pay packages.

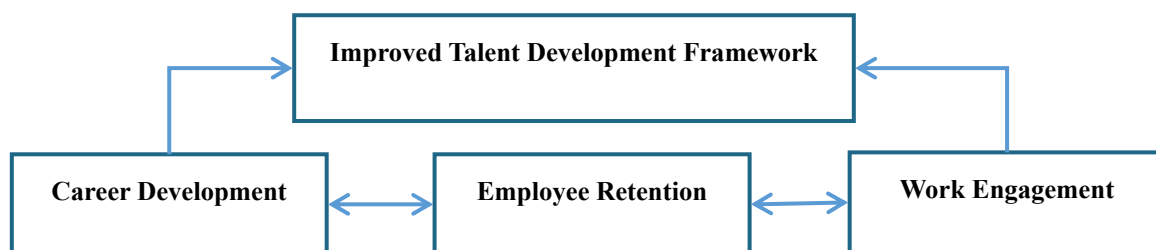


Figure 1: Improved Talent Development Framework

Understanding the inter-connectedness of career development, work engagement, and employee retention is crucial for creating an effective talent development framework. Each element plays a vital role in enhancing organizational performance and employee satisfaction.

Career Development is a catalyst for growth. It is essential for fostering an environment where employees can envision long-term growth within the organization. When organizations invest in career progression programs, employees feel valued and supported, which leads to increased motivation, engagement, and

productivity. Findings from the study indicated that employees view opportunities for career advancement as a key factor in their decision to stay with an organization. A well-structured career development framework also promotes skills alignment, ensuring that employee goals are in harmony with business objectives, thus improving satisfaction and reducing turnover. Additionally, organizations that prioritize career development foster a culture of continuous learning, enabling their workforce to adapt to evolving industry demands and strengthening overall capabilities.

Work Engagement is the driving force behind exceptional employee performance. It reflects how employees perceive their roles and the level of support they receive from the organization. Engaged employees tend to be more productive, innovative, and committed to the success of their teams and the company as a whole. Companies that emphasize engagement strategies consistently report higher productivity and lower turnover rates. When employees feel respected, valued, and connected to their work, they are far less likely to leave. Work engagement also enhances job satisfaction, which in turn reinforces loyalty and organizational commitment.

Employee Retention is the outcome of well-executed engagement and development strategies. In today's competitive labor market, retaining talent has become a strategic priority. High turnover can be costly both financially and operationally. Organizations that invest in employee learning and career development experience significantly better retention outcomes. Research shows that employees are more likely to remain with companies that actively support their professional growth. In addition to retention, such investment improves talent attraction, as development-focused organizations are seen as more desirable employers. Companies with strong training and development programs not only attract top talent but also report higher income per employee and stronger overall performance. Preventing turnover by addressing the lack of career development opportunities is a practical and impactful approach to sustaining a stable workforce.

In summary, the relationship between career development, work engagement, and employee retention is central to building a motivated, committed, and high-performing workforce. By prioritizing these areas, organizations can foster a culture of growth, increase job satisfaction, and strengthen their competitive edge in the market. A well-rounded talent development framework ensures long-term success by aligning organizational goals with the aspirations and well-being of its employees.

#### **4. Conclusions and recommendations**

Based on the findings of the study, the researcher came up with the following conclusions: The respondents generally agreed on the career development provided by the IT companies. The respondents generally agreed on the employee retention provided by the IT companies. The respondents generally agreed on the work engagement provided by the IT companies. There is a highly significant relationship between career development and employee retention and significant relationship between career development and work engagement. An improved talent development framework was developed to enhance career development opportunities, boost employee retention, and foster greater work engagement within this specific generation.

The Human Resource Management Office may consider using personalized learning platforms, inclusion of comprehensive training programs, and crafting mentorship opportunities in order to cater various career development goals where experienced employees of the company guide new team members. The company may invest in the employees' personal and professional growth through courses, seminars, workshops, and self-paced learning opportunities to provide the employees a dynamic career plan that aligns professional path with the personal goals and values. The company may consider the inclusion of flexible work policies which implements flexible work arrangements, such as remote work options or hybrid models. The improved talent development framework may be utilized by IT companies to adapt to the changing business landscape. Future researchers may examine how the rise of remote work opportunities has influenced Millennial retention rates and engagement levels. This study can contribute valuable knowledge for organizations seeking to effectively attract, develop, and retain Millennial talent, leading to improved talent development frameworks and organizational success.

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