



Career development practices and employee retention of selected public agencies in Guyana

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Abstract

The study investigates career development practices and employee retention of selected public agencies in Guyana. The quantitative design was used. Both the convenience and purposive sampling technique was used to gather data from 250 respondents of 3 public organizations in Georgetown with the aid of Cochran's (1977) formula. The Statistical Package for Social Science version 23 was employed for data analysis. The study's findings showed career counseling, career planning, training, employee coaching and mentoring and job rotation as the career development practices among public agencies in Guyana. Findings of the study also revealed compensation, job characteristics, training and development, supervisory support and career opportunities as some of the factors affecting employee retention in Guyana public agencies. The study has some implications for managers. Limitations and directions for future study are presented.

Keywords: Career development, employee retention, public organizations, Guyana

Introduction

The increasingly competition in the business environment has become a great concern to organizations. Organizations are at their wit ends to adopt effective strategy to remain relevant in business and, perhaps topple the competition. One of such strategies which can help in achieving this according to Sorn *et al.* (2023) [33] is the retention of skilled and experienced employees. Career development practices in the workplace have been found to help organizations attract and retain high performing employees (Karaca-Atik *et al.* 2023) [18]. Literature (Niati *et al.* 2021; Tetteh & Asumeng, 2020) [24, 37] has also shown that good career development programs can help minimize the cost of high employee turnover. Furthermore, Susanto (2022) [35, 36] posits that Human Resource practices which promote employee development can engender employee commitment and decreased employee turnover. Defined as a process of increasing individual employability to achieve the desired career (Patton & McMahon, 2021) [29], career development is not only to provide opportunities for employees to obtain higher career paths but to provide more responsibility and appreciation for the efforts made by employees (Susanto *et al.* 2023) [34]. In buttressing this, Dachner *et al.* (2021) [7] intimated that every employee must be given the opportunity to develop their abilities and career and are expected to provide the best results for the company. Career development as asseverates by Hooley (2021) [11], is a concern to every employee irrespective of the organizations employees work in. Guyanese employees in the public sector just as employees in any other sector around the globe would want to witness develop in their careers. According to Karunia *et al.* (2023) [19], as organizations formulate measures to enhance employees' career development, the organization stands to benefit from performance improvement, talent retention and attraction and cost savings.

Over the years, public agencies in Guyana have had issues with strengthening and retaining their workforce. The private sector which raffle shoulders with the public sector in productivity is recognized attractive by employees in relations to public sector. Studies have shown that career

development plays a significant role in shaping the propensity for retention among employees (Houssein *et al.* 2020; Ndiritu, 2022) [12, 13, 23]. The research problem to be investigated is: How have career development led to employee retention in Guyana public agencies?. Also, literature is replete with career development (Autin *et al.* 2020; McDonald & Hite, 2023) [3, 21]] and organizational performance (McLean, 2021; Salim, 2022) [32] few have examined its impact on employee retention more specifically in a developing country such as Guyana.

The specific objectives of the study encompass multiple key elements. Firstly, it aims to examine the career development practices of Guyana public agencies. It also sought to delve into the factors affecting employee retention in Guyana public agencies. Finally, it will investigate the effect career development has on employee retention in Guyana public agencies.

The outcome of the study should expose especially, management and human resource managers in Guyana public agencies to appreciate the need to formulate effective and appropriate human resource strategies such as career development which can impact employee retention and increase productivity. The study, should as well, contribute to extant literature where students and researchers who would want to delve deeper on the subject will find the study useful.

Literature Review

Theoretical Review

The Human Capital Theory

The study is underpinned by the human capital theory. Underpinning much of the way that the value of career development is understood by policymakers and many others in the field is the concept of human capital. Human capital theory was developed in the early 1960s as a way of understanding why the level of physical resources available (from coal to machinery) fails to fully explain organisational performance or national productivity (McCracken, McIvor, Treacy, & Wall, 2017). Human capital theory recognised that people are an important resource for organisations and countries and that different people add varying amounts of

economic value, depending on their knowledge, skills, abilities, and attributes. Crucially, the theory also recognizes that human beings can develop through career and experience. Because of its economic frame of reference, human capital theory views the process of human development as the production of human capital through a process of investment in career and training.

Career Development Defined

Wang & Wang (2020) ^[40] defined career as “an individual’s work-related and other relevant experience, both inside and outside of organizations that form a unique pattern over their individual’s life span. This definition distinguishes both physical movement as well as the interpretation of individual’s perceptions of the career. Barhate & Dirani (2022) ^[4] defined it as the planning of one’s activities and engagements in the job one assumes in the path of his life for better completion, growth and financial stability. Kasdorf & Kayaalp (2022) ^[17] also view career development as the formal approach used by the organization to help employees acquire the skills and experiences needed to perform current and future jobs. Moreover, Career Development Association of Alberta defined career development as “the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future”. Employees want the opportunity to progress in their careers and according to Niati *et al.* (2021) ^[24], opportunity is the imperative reason why 39 percent of employees are engaged.

Career Development Practices

Career development practices refer to a range of practices used by organizations to guide its employees in identifying and determining the areas of interest to pursue in their career. Extant literature (Niati *et al.* 2021; Pinnington *et al.* 2022) ^[24] elaborate on career counseling, career planning, training, employee coaching and mentoring, job rotation as some of the career development practices used in organizations.

Career Counseling

Career counseling as defined by Akhter *et al.* (2021) ^[1] is a personalized process that enables a person understand himself, explore his career options and pursue desired career goals. Counseling involves offering an employee help and advice in determining possible career moves, preparing resumes and advising on how to make a lasting impression during interviews (Kaliris *et al.* 2023) ^[16]. The role of the career counselor is to advise the employees in the process of making and validating career decisions and choices. The role of a counselor is also important to employees coping with such changes as redundancy or a new career.

Career Planning

According to Pascariati & Ali (2022) ^[28], career planning is a conscious process of knowing oneself in order to be sure of where you want to go career-wise or what you want to be in future. In her view, career planning is a five step process involving self-assessment, exploration of career options, narrowing down a list of career options, deciding/choosing the best options and finally setting a career goal. Career planning is about the clarification of career pathways i.e. the courses people can take to progress their vocations within

the organization (Khan *et al.* 2023) ^[15]. Though career planning is a shared responsibility, the employees execute a remarkable role in the growth of their own career

Training

Panjaitan *et al.* (2023) ^[26] explain training as any attempt to better an employee’s performance on the job he currently holds or one related to it and this means growth in specific knowledge, skills, attitudes and behaviors. Training is defined by Wahjoedi & Sari (2021) ^[39] as an organized development of an individual’s required knowledge, skills and attitudes to enable him effectively execute a given task. By offering training, employers assist its employees to achieve set objectives and ensure that they grasp what the job requires. According to Wahjoedi & Sari (2021) ^[39], training plays a key role in the attainment of organizational goals by merging the interests of organization and its workers

Employee Coaching and Mentoring

Susanto & Sawitri (2022) ^[35, 36] refers to coaching as a process that allows learning and development to take place and consequently improves performance. Coaching strategies involve clarifying expectations, uncovering problems and providing feedback (Susanto & Sawitri, 2022) ^[35, 36]. In the workplace, coaching is comprised of three main components including face to face counseling on job related issues, provision of feedback on an employee’s areas of strength and weakness and improving the employees’ work effectiveness (Susanto & Sawitri, 2022) ^[35, 36].

Job Rotation

Defined as a lateral shift of employees across jobs within the organization frequently used as a way to develop employees, allow the employees learn about their abilities as well as to motivate them (Idris & Wahyudi, 2021) ^[14], job rotation involves taking an employee through pre-arranged series of job placements to prepare him for a bigger role within an organization. The provision of the periodic, planned job rotations helps the employee to create a more realistic picture of what he is good at and what the kind of career moves would be best for him

Factors affecting Employee Retention

Prior studies (Chatzoudes, & Chatzoglou, 2022; Mahadi *et al.* 2020) ^[5, 20] shown that human resource management practices in work expectations, organizational culture, work environment, leadership styles, compensation, training and career development, career advancement and work life balance can help decrease absenteeism, improve employee retention and the better quality of work

Compensation

Compensation is the sum total of all forms of financial and non-financial benefits employees gain from the employment relationship (Hermawan, 2021) ^[10]. Hermawan (2021) ^[10] posits that an organization’s reward structure can influence employee performance and their desire to remain in the organization. In the views of the author, the main concern in employee retention is the sum of total compensation relative to what other organizations are offering for the same job and position. Organizations that have high compensation levels, he says, have lower employee attrition rates and a large number of people applying to work for them.

Job Characteristics

The inherent features of a job may influence an employee's resolve to leave or stay in an organization. Job characteristics e.g. skill diversity, task significance and independence are well founded predictors of organizational commitment (Sandi *et al.* 2021) ^[31]. Job autonomy refers to feeling of personal responsibility. It's the level to which a job provides freedom, independence and discretion to an individual to plan his work and decide the best way to execute it (Park *et al.* 2020) ^[27]. According to Park *et al.* (2020) ^[27], more job autonomy correlated negatively with employee turnover.

Training and Development

Investing in employee training and career development is viewed as a key factor in boosting employee retention. Training furnishes employees with the skills and knowledge they require to do their jobs well causing employee satisfaction because they feel well equipped (Al Jubouri, 2023) ^[2]. This implies that if an employee lacks the necessary skills and knowledge attitudes he requires to effectively perform his job, it may cause frustration and dissatisfaction with the job. Training and development have also been noted to provide openings for employees to grow in their career (Al Jubouri, 2023) ^[2].

Supervisory Support

Leadership and supervision is critical in employee retention. Studies have shown that employees leave managers not companies (Eisenberger, 2020; Zeb *et al.* 2023) ^[8, 41]. Eisenberger (2020) ^[8] noted that employees join companies and leave managers. Zeb *et al.* (2023) ^[41] cited bad leadership as the leading reason employees opt to leave an organization. The nature of the relationship a worker has with his line manager has been found to elongate an employee's stay in an organization (Eisenberger, (2020) ^[8]. According to Eisenberger (2020) ^[8], supervisors have a huge influence on whether employees exit or stay, hence negative interactions pose bigger impact than positive ones.

Career Opportunities

According to Van Laer *et al.* (2021) ^[38], employees who see career opportunities in an organization are less likely to leave. It is when they feel that they have plateaued in the organization that they feel the need to look for new opportunities elsewhere. The authors observed that an organization's belief in career-orientated practices and job security improved employee commitment considerably. Van Laer *et al.* (2021) ^[38] posit that career opportunities gave strong prediction of employee retention compared to others forms of reward followed by opportunities for training and the employee's relationship with his supervisor

Empirical Review of Career Development and Employee Retention

Ferdiana *et al.* (2023) ^[9] examined the effect of career development, organizational commitment, and organizational support on employee retention among employees. A sample of 70 employees was selected from a population of 391 employees of a particular university using purposive sampling. A questionnaire was used to collect data on the four variables, which were analyzed using statistical techniques such as validity and reliability testing, multiple regression analysis, hypothesis testing, and

coefficient of determination. The results indicate a significant simultaneous effect of career development, organizational commitment, and organizational support on employee retention.

Similarly, Tetteh & Asumeng (2020) ^[37] examined the relationship between succession planning and employee retention, as well as the moderating role of career development program on the relationship between succession planning and employee retention. Using the cross-sectional design, 188 employees were conveniently sampled from four corporate organisations in Ghana to complete questionnaires. The Hierarchical Multiple Regression was used to test the hypotheses. The results indicated that Career development programmes moderated the relationship. The results suggest that, the influence of succession planning on employee retention was moderated by career development programmes, such that, succession planning has more significant influence on employee retention when career development programmes are high rather than low.

Additionally, the study of Muthumbi & Kamau (2021) ^[22] aimed at determining the effect of career development on employee performance in Deloitte Limited, Kenya. The study adopted a descriptive survey research design by using quantitative research methods. The target population comprised of 500 employees working at Deloitte Limited, Kenya. 116 respondents formed the sample size and were selected using stratified random sampling technique. Data collection was carried out using structured questionnaires. The data was analyzed using descriptive and inferential statistics with the help of the Statistical Package for Social Sciences (SPSS). The study established that career development had a positive and significant effect on employee performance. The study established that career development had a positive and significant effect on employee performance. The results indicated that career development was positively and significantly associated with employee performance. Several aspects of career development were identified as key, that is, training programs, career guidance & mentorship and mobility programs. Inferring from the literature, we hypothesizes that **H0:** Career development will not have a significant and positive relationship with employee retention.

H1: Career development will have a significant and positive relationship with employee retention.

Methodology

Research Design

Research design as according to Saunders *et al.* (2009), is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Several forms of research approaches have been identified namely mixed method, qualitative and quantitative approaches (Crowell, 2009). A quantitative study was employed for this study. Merriam, (2000) identified experimental, non-experimental, quasiexperimental research, correlation research and cross-sectional survey designs as some of the forms under quantitative approach. This study adopted a cross-sectional survey since data were sent and retrieved from respondents within a particular period of time.

Population of the Study

Define as “the number of all units of a phenomenon to be investigated that exists in the area of investigation” (Kumekpor, 2012), the study’s population consists of 3 public agencies in Georgetown, Guyana.

Sample Size and Sampling Technique

Sampling techniques are population reduction methods used to restrict data collection to a subgroup of a population since it is almost impossible to collect data from every single individual or units within a population in most cases, the study employed the uses of both the convenience and purposive sampling technique. The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable one to answer the stated research questions (Lund Research, 2012). Purposive sampling was used because the study area focused on only public agencies in Georgetown. However, the convenience sampling technique was employed to select employee readily available for time saving. A sample size of 250 was calculated with the use of Cochran’s (1977) formula for sample size calculation

Instruments for Data Collection

Questionnaires were the main instruments for the data collection with the data source being primary, hence the use of field survey. Also, literature from journals and internet served as secondary source

Distribution of Questionnaires

A week was devoted to each of the three branches to solicit data from the respondents. The interview was over after three weeks as it took fifteen minutes to interview each respondent

Data Analysis

Statistical Package for Social Sciences (SPSS) version 23 was used to carry out the data analysis and the findings presented in tables for easy reading and interpretation. This is also accompanied by succinct commentaries to aid readers’ understanding

Pre-Testing of Instruments and Reliability

The instrument was pre-tested using 15 employees in the public organizations in Georgetown who formed part of the study population but could not be sampled for the study. Comments raised during the pretesting were taking into consideration to enhance the quality and the validity of the instruments. Also, to test the reliability, the Cronbach Alpha (α) was used. Reliability refers to the stability of the measuring instrument used and its consistency over time

Ethical Consideration

The consent of participants was sought by making available an informed consent form after which willing participants accepted to take part in the study. It was ensured that the information collected from participants was kept confidential. Steps were taken to ensure that physical or psychological harm was not caused to the participants.

Results and Discussion

Background Characteristics of f Respondents

The study demonstrates the dominance of female employees in Guyana public agencies as female employees accounted

for 180(72%) as against 70(23%) female employees. The findings are in consonance with prior studies (Obazea & Samikon, 2022) [25] conducted in Nigeria

The results of the study showed that the age groups 48 and above (69) were the relatively the majority followed by the age group 43-48(62). This was followed by the age group 37-42(53), age group 31-36 and the age group 25-30 years (25).

On their levels of education, bachelor degree holders were 50(20.0%), master degree holders were 30(12.0%), and professional certificate holders were 15 (6.0%), whilst other certificate holders were 155 (62.0%). Findings of the study showed that respondents have varied level of education with other certificate holders accounted for the majority.

With regards to the years of stay in the selected agencies under study, respondents who have stayed in their agency for 1-5yers accounted for 60(24%), 70(28%) of the respondents have stayed in their organization for 6-10 years, 40(16%) of the respondents have stayed in their organization for 11-15 years, 50(20%) of the respondents have stayed in their organization for 16-20 years and 30(12%) of the respondents have stayed in their organization for 20 and above years. This implies that most of the respondents have spent enough time in their organizations to know the career development practices of their organisations

Findings of the study further showed that majority of the respondents 110(44%) were senior staff, 95(38%) of the respondents were middle management staff and 45(18%) were junior/clerical staff. The dominance of senior level staff afforded the study with sufficient information to enrich the study.

Reliability Test

To ascertain the stability and internal consistency of the responses received, the use of Cronbach Alpha (α) was employed. Devellis (2013) posits that the Cronbach Alpha coefficient should be above 0.7 and that Cronbach Alpha of 0.7 is found reliable and values that are above 0.8 preferable. The coefficient value of Cronbach Alpha realized for all the variables of the study are above 0.8 which is higher and preferable. This is evident in Table 1

Table 1: Reliability Value of Career Development practices

Variables	Alpha
Career counseling	0.880
Career planning	0.824
Training	0.808
Employee coaching and mentoring	0.882
Job rotation	0.802

Source: Field Survey, 2024

Objective One: Career Development Practices of Guyana Public Agencies

The first research objective sought to examine the career development practices of Guyana public agencies.

The opinion of the respondents were also measured on a 5-point Likert scale rated as 1= Strongly disagree; 2= Disagree; 3=Neither agree nor disagree; 4=Agree and 5=Strongly agree. Descriptive statistics such as mean and standard deviation were used for the analysis of the responses). According to Dess, Lumpkin and Mefarlin (2005), on a scale of 1-5, the midpoint is 2.9, hence any mean score below 2.9 denote disagreement and any mean

score above 2.9 represents Agreement. Also, Saunders, Lewis & Thornhil (2015) posit that anytime measures of central tendencies are computed, it is imperative to compute their measure of variations. The findings are presented in Table 2.

Table 2: Descriptive Statistics of Career Development Practices

Statement	Mean	N	Standard Dev.
My organization has a functional unit in charge of counseling employee careers	3.83	250	1.076
I plan my work schedule daily and set my goals	3.87	250	1.068
My organization has a well-designed training policy	3.88	250	1.038
Employee coaching and mentoring is part of the HR policies in my organization	3.86	250	1.282
Job rotation affords me the opportunity to learn new experiences from different schedule	3.78	250	1.176

Source: Field Work, 2024

Findings of the statistics in Table 2 confirmed respondents' agreement to career development practices of public organizations in Guyana. The respondents agreed to the fact that the organizations have a functional unit in charge of counseling employee careers ($M=3.83$; $SD=1.076$), employees plan their work schedule daily and set my goals ($M=3.87$; $SD=1.068$), the organizations have a well-designed training policy ($M=3.88$; $SD=1.038$), employee coaching and mentoring is part of the HR policies in public organization ($M=3.86$; $SD=1.282$) and job rotation affords employees the opportunity to learn new experiences from different schedule ($M=3.78$; $SD=1.176$). Since the responses measured had a mean score above 3, it confirms agreement as indicated by Dess, Lumpkin & Mefarlin (2005). In extant literature, Pinningtong *et al.* (2022) shared similar findings. Other studies have also shared career counseling, career planning, employee coaching and mentoring, succession planning, training and lateral moves similar findings as some of the career development practices of organizations.

Table 4: Descriptive Statistics of Factors affecting Employee Retention

Statement	Mean	N	Standard Dev.
Compensation is regarded important to me because it influences my performance and the desire to remain in the organization	3.68	250	1.164
Job Characteristics such as job autonomous, freedom, independence and discretion to plan my daily work schedule is important and influences my performance and my staying with the organization	3.62	250	1.126
The training and development programmes provides me with the skills and knowledge required to perform well causing my satisfaction and retention	3.78	250	1.146
I have good working relationship with my supervisory which enhances the support I receive from him to boost my performance and wanting me to commit to the organization	3.80	250	1.122
I find it unwelcome to leave my organization considering the abundance of career opportunities at my disposal	3.66	250	1.182

Source: Field Work, 2024

The statistics in Table 4 showed respondents' agreement to factors affecting employee retention in Guyana public organizations. The respondents agreed to compensation is regarded important to me because it influences my performance and the desire to remain in the organization ($M=3.6$; $SD=1.164$), job characteristics such as job autonomous, freedom, independence and discretion to plan my daily work schedule is important and influences my performance and my staying with the organization ($M=3.62$;

However, Johnson (2022) opines that career development practices depends, to a large extent, the nature of the industry, organizational size, resources of the organization, among others

Reliability Statistics

The Cronbach alpha was used to ascertain the internal consistency and stability of the responses received, the Cronbach alpha reliability test was conducted. A Cronbach alpha of 0.7 is found reliable. From the study, the coefficient value of Cronbach alpha realized for the four variables is between .0802 and 0.8888 which is higher implying a high internal consistency. Table 3 presents the results obtained

Table 3: Reliability Value of Factors affecting Employee Retention

Variables	Alpha
Compensation	0.846
Job characteristics	0.862
Training and development	0.848
Supervisory support	0.806
Career opportunities	0.884

Source: Field Survey, 2024

Objective Two: Factors affecting Employee Retention in Guyana Public Agencies

The study' objective two sought to determine the factors affecting employee retention in Guyana public agencies The opinion of the respondents were measured on a 5- point Likert scale rated as 1= Strongly disagree; 2= Disagree; 3=Neither agree nor disagree; 4=Agree and 5=Strongly agree. Descriptive statistics such as mean and standard deviation were used for the analysis of the responses). According to Dess, Lumpkin and Mefarlin (2005), on a scale of 1-5, the midpoint is 2.9, hence any mean score below 2.9 denote disagreement and any mean score above 2.9 represents Agreement. Also, Saunders, Lewis & Thornhil (2015) posit that anytime measures of central tendencies are computed, it is imperative to compute their measure of variations. Table 4 presents the findings

$SD=1.126$), the training and development programmes provides me with the skills and knowledge required to perform well causing my satisfaction and retention in the organization ($M=3.78$; $SD=1.146$), I have good working relationship with my supervisory which enhances the support I receive from him to boost my performance and wanting me to commit to the organization ($M=3.80$; $SD=1.122$) and, I find it unwelcome to leave my organization considering the abundance of career

opportunities at my disposal ($M=3.66$; $SD=1.182$). From the findings, the measured responses had a mean score above 3 which confirms agreement as indicated by Dess, Lumpkin & Mefarlin (2005). Findings of the study are in tandem with prior studies (Hermawan, 2021; Park *et al.* 2020) ^[10, 27]. Hermawan (2021) ^[10] posits that an organization’s reward structure can influence employee performance and their desire to remain in the organization. Of course, employees work to be compensated adequately and where this becomes an issue, they are likely to look for alternative employment. Park *et al.* (2020) ^[27] also found that the more job autonomy correlated negatively with employee turnover. Training and development have also been noted to provide openings for employees to grow in their career (Al Jubouri, 2023) ^[2]. Training and development have also been found to provide openings for employees to grow in their career (Al Jubouri, 2023) ^[2] thereby causing them to stay with the organization. In extant literature, Pinningtong *et al.* (2022) shared similar findings. Other studies have also shared career counseling, career planning, employee coaching and mentoring, succession planning, training and lateral moves similar findings as some of the career development practices of organizations. However, Johnson (2022) opines that career development practices depends, to a large extent, the nature of the industry, organizational size, resources of the organization, among others

Objective Three: Effect of Career Development on Employee Retention

Simple Regression Analysis

The objective of regression analysis is to predict a single dependent variable from one or more independent variables. When the problem involves a single independent variable, the statistical technique is called simple regression. Also, when the problem involves two or more independent variables, it is a multiple regression. The study involves the use of only one single independent variable (career development) to test the dependent variable (employee retention), hence the use of simple regression analysis is appropriate

Table 5: Summary of Simple Regression Analysis of the Relationship of career development on Employee Retention

Variables	B	R ²	T	F	P-value
CD->ER	.868	.964	48.168	2624.462	.000

Note: N=250, $p < .000$, Adjusted $R^2 = .964$ CD and ER denote career development and employee retention respectively

The result from the linear regression analysis in Table 5 above revealed a significant positive relationship between career development and employee retention ($\beta = .868$, $t = 48.168$, $p = 0.000$). This means that the effect of career development resulted in an increase in employee retention. Hence, we reject the null hypothesis of the study H_0 : *career development will not have a significant and positive relationship with employee retention* and accept the alternative hypothesis H_1 : *career development will have a significant and positive relationship with employee retention*. Findings of the study corroborates with prior studies (Ferdiana *et al.* 2023; Houssein *et al.* 2020) ^[9, 12, 13]. Ferdiana *et al.* (2023) ^[9] had found a significant simultaneous effect of career development, organizational commitment, and organizational support on employee retention. Similarly, in the study of Houssein *et al.* 2020) ^[12].

^{13]}, career development was found to had a positive and significant relationship with employee retention.

Conclusion

The study investigates career development practices and employee retention of selected public agencies in Guyana. The quantitative design was used. Both the convenience and purposive sampling technique was used to gather data from 250 respondents of 3 public organizations in Georgetown with the aid of Cochran’s (1977) formula

The study showed the preponderance of female employees in Guyana public agencies as against male employees.

It can be concluded that the age groups 48 and above were the relatively the majority followed by the age group 43-48 in Guyana public agencies

The study can also conclude that employees of public agencies in Guyana have attained varied level of education with other certificate holders accounted for the majority.

Findings of the study concluded that most of the respondents have spent enough time in their respective agencies.

It was also Conclude that majority of the respondents were management staff followed by senior staff

The study also revealed that career counseling, career planning, training, employee coaching and mentoring and job rotation were the career development practices among public agencies in Guyana

Findings of the study also revealed compensation, job characteristics, training and development, supervisory support and career opportunities as some of the factors affecting employee retention in Guyana public agencies More so, the study’s findings showed a significant and positive relationship between career development and employee retention

Managerial Implications

Career development is a crucial factor in employee retention, which creates attention to the job in the organization. This has some implications for managers.

There is the need for managers to engage in a holistic career development strategies in the organization to retain employees. Such career development strategies should emphasize on career counseling, career planning, training, employees’ coaching and mentoring and job rotation. Management should also consider the key factors that affect employee retention such as compensation, job characteristics, training and development, supervisory support and career opportunities during the formulation of career development strategies. A conducive working environment should be created to enable employees feel part of the organization. The aim of these strategies should be geared towards retaining the employee.

Limitations and Directions for Future Studies

The study encountered some limitations. Among them were time constraints and respondents attitude towards questionnaire response. This study is quantitative in nature with a focus on public organizations in Georgetown. Future studies could focus on the qualitative aspect with an increase in the sample size to help proper generalization of findings

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