

The role of career development in enhancing employee loyalty: A literature review

Lidia Olga¹, Faiq Nurraihan²

^{1,2}Industrial Engineering, Sekolah Tinggi Teknologi Nusantara Lampung, Indonesia

ARTICLE INFO**Article history:**

Received Nov 21, 2024

Revised Nov 23, 2024

Accepted Dec 4, 2024

Keywords:

Career Development;

Employee Loyalty;

Human Resource;

Job Satisfaction.

ABSTRACT

Employee loyalty is essential for organizational survival, and career development is recognized as a significant contributor to enhanced loyalty. This study seeks to examine the current literature about the correlation between career development and employee loyalty and to propose measures that organisations might adopt to bolster loyalty via career development. Analysis of multiple studies revealed that effective career development programs enhance job satisfaction, motivation, and employee engagement, thereby fostering organizational loyalty. Moreover, supervisory support, a conducive working environment, and work-life balance significantly contribute to cultivating robust connections between employees and the organization. Despite several studies indicating a favorable correlation between professional development and loyalty, a gap persists in the literature, particularly in the examination of the specific effects of different types of career development programs. This study advocates for organizations to establish structured career development programs, define clear career trajectories, and foster a supportive working environment. Future studies should investigate additional elements affecting this association and provide fresh insights into human resource management. This study significantly contributes to our understanding of how career development might bolster employee loyalty and facilitate organizational sustainability.

This is an open access article under the CC BY-NC license.



Corresponding Author:

Lidia Olga,

Industrial Engineering,

Sekolah Tinggi Teknologi Nusantara Lampung,

Pulau Damar Street, Bandar Lampung, Lampung, 35131, Indonesia

Email: lidiaolga@sttnlampung.ac.id

1. Introduction

Employee loyalty is a pivotal factor influencing the sustainability and success of organizations in today's competitive corporate environment. It plays a significant role in enhancing workforce stability, which in turn has a direct impact on overall productivity and performance metrics within the organization (M, 2023) (Kuncorowati et al., 2022). The correlation between employee loyalty and organizational success is well-documented; dedicated employees tend to exhibit higher levels of engagement, which not only improves service quality but also fosters an environment conducive to innovation (M, 2023) (Kuncorowati et al., 2022). Therefore, understanding the factors that contribute to employee loyalty is essential for effective human resource management.

One of the most critical elements in fostering employee loyalty is the provision of career advancement opportunities. Research indicates that effective career development initiatives significantly enhance employee satisfaction and performance, thereby increasing their commitment to the organization (Kuncorowati et al., 2022) (Bayer & Çankaya, 2022). Structured career development programs have been shown to boost job motivation and overall employee satisfaction, both of which are vital components in nurturing loyalty (M, 2023) (Kuncorowati et al., 2022). Furthermore, when employees perceive that their career development is being prioritized, it enhances their sense of value and recognition within the

organization, thereby reinforcing their emotional connection to their workplace (M, 2023) (Kuncorowati et al., 2022).

The implementation of effective career development plans is crucial for establishing clear career trajectories and providing opportunities for skill enhancement and education (M, 2023) (Kuncorowati et al., 2022). This approach is particularly important in addressing common organizational challenges such as high turnover rates and difficulties in retaining top talent (Kuncorowati et al., 2022) (Bayer & Çankaya, 2022). Prior studies have consistently demonstrated a positive correlation between career development initiatives and employee loyalty; however, there remains a notable gap in the literature regarding the practical implementation of these programs to effectively enhance loyalty (M, 2023) (Kuncorowati et al., 2022).

This study aims to delve deeper into the significance of career development in augmenting employee loyalty and to explore actionable strategies that organizations can adopt to achieve this goal. By addressing the existing gaps in the literature, this research seeks to contribute valuable insights into human resource management, particularly in the realms of career development and employee loyalty.

In examining the broader implications of employee loyalty, it is essential to consider the interplay between job satisfaction and loyalty. Numerous studies have highlighted that job satisfaction is a precursor to employee loyalty, suggesting that organizations that prioritize employee satisfaction are likely to see a corresponding increase in loyalty levels (Brison, 2023) (Wijayanti & Mustika, 2021). For instance, research has shown that employees who are satisfied with their jobs are more likely to remain loyal to their organizations, particularly when they perceive opportunities for career advancement and personal growth (Wijayanti & Mustika, 2021). This relationship underscores the importance of creating a supportive work environment that fosters job satisfaction as a means to enhance employee loyalty.

Moreover, the role of organizational culture cannot be overlooked in discussions of employee loyalty. A positive organizational culture that promotes inclusivity, recognition, and support can significantly enhance employee loyalty (Howard et al., 2020) (Qorfianalda & Wulandari, 2021). Employees who feel valued and recognized within their organizational culture are more likely to exhibit loyalty behaviors, which can manifest in reduced turnover intentions and increased organizational commitment (Howard et al., 2020) (Qorfianalda & Wulandari, 2021). Thus, fostering a strong organizational culture is essential for cultivating a loyal workforce.

Additionally, the impact of leadership on employee loyalty is a critical area of exploration. Effective leadership practices, characterized by ethical behavior and supportive management, have been shown to positively influence employee loyalty (Yudi, 2018) (Mwaitinda & Hu, 2020). Leaders who engage in transparent communication and demonstrate a commitment to employee development create an environment where employees feel secure and valued, thereby enhancing their loyalty to the organization (Yudi, 2018) (Mwaitinda & Hu, 2020). This highlights the necessity for organizations to invest in leadership development programs that emphasize ethical leadership and employee engagement.

Furthermore, the influence of workplace spirituality on employee loyalty has emerged as an important consideration. Research indicates that employees who experience a sense of purpose and connection within their work environment are more likely to exhibit loyalty behaviors (Mohyi & Sukmawati, 2023) (Amtu et al., 2021). By fostering a workplace culture that emphasizes spirituality and purpose, organizations can enhance employee engagement and loyalty, ultimately contributing to improved organizational performance (Mohyi & Sukmawati, 2023) (Amtu et al., 2021).

In conclusion, employee loyalty is a multifaceted construct influenced by various factors, including career development opportunities, job satisfaction, organizational culture, leadership practices, and workplace spirituality. Understanding these dynamics is crucial for organizations seeking to enhance employee loyalty and, by extension, their overall performance and sustainability. Future research should continue to explore these relationships and identify best practices for implementing effective strategies that promote employee loyalty.

2. Research Method

The methodology employed in this study is a literature review, which serves as a systematic approach to analyze the impact of career advancement on employee loyalty. This method was chosen to gather and scrutinize a diverse array of prior research, thereby facilitating a comprehensive understanding of the

intricate relationship between career advancement and employee loyalty. A literature review is defined as a critical evaluation of existing research on a particular topic, synthesizing findings from various studies to identify trends, gaps, and areas for further investigation (Ichdan, 2023) (2024, القتيبان). This approach not only consolidates existing knowledge but also highlights deficiencies in current research, offering new insights into the field of human resource management.

The data collection process begins with a thorough search for relevant literature, utilizing reputable academic databases such as Google Scholar, DOAJ, and Web of Science. The justification for using these specific databases lies in their broad coverage of multidisciplinary academic publications, high accessibility, and inclusion of peer-reviewed articles that ensure credibility and reliability of the data. Google Scholar is widely recognized for its extensive reach, DOAJ focuses on open-access journals ensuring transparency, and Web of Science provides robust indexing for high-impact journals (Kasdorf & Kayaalp, 2021) (LaGree, 2023). The search strategy incorporates keywords like "career development," "employee loyalty," "career development strategies," and "human resources management."

The inclusion criteria for selecting literature emphasize relevance to the research question by prioritizing publications from the last five years, written in English or Bahasa Indonesia, and originating from peer-reviewed journals. Exclusion criteria include studies with outdated data, those published in non-peer-reviewed sources, or articles that lack direct correlation to the research topic. This ensures that the selected literature not only aligns with the study's focus but also upholds validity and relevance. This rigorous selection process is essential for maintaining the integrity of the literature review and ensuring that the findings are based on reliable data.

Once the pertinent literature is gathered, thematic analysis will be conducted to identify patterns, themes, and correlations between career advancement and employee loyalty. Thematic analysis is a qualitative analytic method that involves identifying, analyzing, and reporting patterns (themes) within data (Valdez & Limos-Galay, 2023). This method allows the researcher to interpret various aspects of the research topic, providing a nuanced understanding of how career development programs influence employee loyalty. Previous studies have indicated that effective career development initiatives can significantly enhance job satisfaction and employee commitment, thereby fostering loyalty (Zacca & Dayan, 2018) (LaGree et al., 2021). The literature review will categorize findings from multiple studies that illustrate the positive impact of career development programs on employee loyalty.

Moreover, the research will explore solutions proposed in the literature for enhancing career development and employee loyalty, while also identifying challenges organizations face during implementation. It is crucial to recognize that while career development can lead to increased loyalty, organizations often encounter obstacles such as inadequate resources, lack of management support, and insufficient training opportunities (Yulia & Safa'atillah, 2023) (Bibi et al., 2018). By addressing these challenges, organizations can better implement career development strategies that effectively promote employee loyalty.

The anticipated outcomes of this literature review methodology include profound insights into the relationship between career advancement and employee loyalty, along with practical recommendations for organizations to develop effective and sustainable career development initiatives. The study aims to fill existing gaps in the literature, particularly the limited research on the specific effects of various career development programs on employee loyalty (M, 2023) (Khurong et al., 2020). By providing fresh perspectives on this topic, the research will contribute to the broader discourse on human resource management and employee engagement.

In summary, the literature review methodology is a vital tool for understanding the complex dynamics between career advancement and employee loyalty. This approach not only synthesizes existing research but also identifies gaps and proposes actionable solutions for organizations seeking to enhance employee loyalty through effective career development strategies. The findings from this study will be instrumental in guiding human resource practices and fostering a culture of loyalty within organizations.

3. Result and Discussion

This literature review has gathered and analyzed various studies that highlight the role of career development in enhancing employee loyalty. Researchers' consensus on the importance of career development as a contributing factor to employee loyalty is evident in the presented table.

Table 1. Research results related to the role of career development in increasing employee loyalty

Researchers and years	Journal	Method	Research Result
(Ichdan, 2023)	Jurnal Ilmiah Akuntansi dan Bisnis	Literature Review	Found a positive relationship between participation in decision-making and career development, enhancing organizational commitment.
(Chen & Lin, 2013)	Asian Social Science	Quantitative	Proposed that work support, atmosphere, communication, educational training, motivation, and empowerment influence employee loyalty.
(LaGree, 2023)	Corporate Communications: An International Journal	Qualitative	Showed that empowering leadership behavior contributes to employees' perceptions of career growth opportunities, engagement, and loyalty.
(Valdez & Limos-Galay, 2023)	International Journal of Research Studies in Management	Quantitative	Stated that manager support increases employee work engagement, which correlates with loyalty.
(Bibi et al., 2018)	-	Qualitative	Concluded that adequate training programs improve employee loyalty and retention.
(Xu & Wang, 2016)	American Journal of Industrial and Business Management	Quantitative	Found that good working conditions enhance employee satisfaction and loyalty.
(Tetteh & Asumeng, 2022)	African Journal of Management Research	Quantitative	Indicated that succession planning and career development programs contribute to employee loyalty.
(McIlveen et al., 2012)	Australian Journal of Career Development	Longitudinal Study	Showed the long-term positive impact of career development programs on post-school aspirations.
(Tschopp et al., 2013)	Journal of Organizational Behavior	Quantitative	Found that career orientation affects the relationship between job satisfaction and turnover intention.
(LaGree et al., 2021)	International Journal of Business Communication	Qualitative	Described that respectful communication in the workplace enhances employee engagement and satisfaction.
(Yao, 2023)	International Journal of Contemporary Hospitality Management	Quantitative	Linked employee loyalty to extra-role behavior and positive online reviews.
(Khurong et al., 2020)	Management Science Letters	Quantitative	Stated that career development and work environment directly influence employee loyalty.
(Vos & Cambré, 2016)	Human Resource Management	Qualitative	Concluded that effective career management is crucial in high-performing organizations.
(Mubin et al., 2022)	International Journal of Business Ecosystem and Strategy	Quantitative	Found that job engagement mediates the relationship between employee loyalty and performance.
(Tschopp et al., 2012)	-	Quantitative	Showed that career orientation affects the relationship between job satisfaction and turnover intention.
(Agba et al., 2010)	American Journal of Scientific and Industrial Research	Quantitative	Found a significant relationship between career opportunities and employee commitment.
(Zanabazar, 2023)	European Journal of Business Management and Research	Quantitative	Showed that transactional leadership style positively impacts employee loyalty.
(Khan et al., 2022)	Journal of Knowledge Management	Quantitative	Stated that proper training and development enhance employees' career identity.
(Fadhila &	Afebi Management and	Quantitative	Concluded that career development

Researchers and years	Journal	Method	Research Result
Sulistiyani, 2022)	Business Review		positively influences employee loyalty.
(Novianti & Yogatama, 2019)	Agregat Jurnal Ekonomi dan Bisnis	Quantitative	Stated that organizational support improves employees' career satisfaction.
(Ni, 2023)	Leadership & Organization Development Journal	Quantitative	Found that leaders' career calling enhances employees' career growth.
(Zhao et al., 2022)	Sustainability	Quantitative	Stated that career adaptability improves job sustainability.
(Kaur et al., 2022)	Materials Today Proceedings	Quantitative	Concluded that employee loyalty positively affects attendance and organizational performance.
(Majid et al., 2017)	International Journal of Academic Research in Business and Social Sciences	Quantitative	Found a relationship between career development, job security, and employee loyalty.
(Ganic et al., 2018)	Southeast European Journal of Economics and Business	Quantitative	Stated that employee satisfaction is positively related to loyalty and university performance.
(Suwandana, 2018)	Russian Journal of Agricultural and Socio-Economic Sciences	Quantitative	Showed that career development contributes to organizational commitment.
(IDOWU, 2023)	Lasu Journal of Employment Relations & Human Resource Management	Quantitative	Found that strong career management enhances employee loyalty.
(Olonade & Omotoye, 2021)	Pyc Nepal Journal of Management	Quantitative	Stated that training and development impact employee loyalty.
(Reis et al., 2021)	Sustainability	Systematic	Showed that employer branding plays a vital role in talent management.
(Widarko, 2023)	Munaddhomah Jurnal Manajemen Pendidikan Islam	Quantitative	Found that career planning and employee loyalty positively affect work performance.
(Antončić & Antončić, 2011)	International Journal of Management & Information Systems	Quantitative	Stated that employee loyalty impacts company growth.
(Chowdhury, 2013)	International Journal of Research in Business and Social Science	Quantitative	Found that HRM practices impact employee satisfaction.
(Hajriyanti & Imilda, 2022)	-	Quantitative	Showed that leadership style influences employees' work motivation.
(Sthapit & Ghale, 2018)	SSRN Electronic Journal	Quantitative	Found that training and development affect employee performance.
(Dhir et al., 2020)	Personnel Review	Quantitative	Stated that overlapping factors influence job satisfaction and employee loyalty.
(Gu, 2023)	International Journal of Education and Humanities	Quantitative	Found that strategic leadership impacts employee retention and creativity.
(Mikkelsen & Olsen, 2019)	Leadership in Health Services	Quantitative	Showed that change-oriented leadership affects job performance.
(Costen & Salazar, 2011)	Journal of Human Resources in Hospitality & Tourism	Quantitative	Found that training and development impact job satisfaction and employee loyalty.
(Gyawali, 2020)	Management Dynamics	Quantitative	Stated that job satisfaction affects employee loyalty.
(Guan et al., 2015)	Journal of Vocational Behavior	Quantitative	Found that organizational career management impacts employee success and turnover intentions.
(Meng-Lewis et al., 2021)	Sport Management Review	Qualitative	Concluded that eSports athletes' career development requires complex understanding.
(Guo et al., 2021)	Espergesia	Quantitative	Found that career development affects academics' job engagement.
(Ding et al., 2012)	Ibusiness	Quantitative	Showed that servant leadership impacts employee loyalty.
(Natasya, 2023)	Journal of Humanities Social Sciences and Business	Quantitative	Stated that leadership style and training impact employee performance.

The correlation between career advancement and employee commitment

Career development significantly enhances employee loyalty within a firm. Numerous studies indicate that effective career development programs can enhance employees' sense of security and engagement. Research by Bibi et al. (2018) demonstrated that the adoption of effective training and development programs enables employees to improve their competencies, reinforcing loyalty and retention within the firm. Furthermore, Xu and Wang (2016) emphasize that a conducive work atmosphere and transparent career prospects augment job happiness, which in turn influences employee loyalty. Tetteh and Asumeng (2022) assert that organized succession planning and integrated career development facilitate employees' professional advancement while fostering stronger connections between individuals and the organization. Therefore, we can view career development as a long-term approach to building strong and mutually beneficial professional relationships.

The impact of organizational support on performance and loyalty

Organizational support is a critical factor influencing employee loyalty and performance. The research by Novianti and Yogatama (2019) shows that robust organizational support can improve employee career satisfaction, especially through the provision of resources, incentives, and acknowledgment of accomplishments. Valdez and Limos-Galay (2023) found that managerial assistance, including attention to individual and team needs, directly boosts work engagement. Organizational support fosters a sense of gratitude among employees, thereby motivating improved performance and strengthening their emotional commitment to the organization. In the long term, this fosters a favorable work atmosphere and enhances employee allegiance to the organization.

The influence of leadership on loyalty and performance

Effective leadership is essential for cultivating employee loyalty and enhancing performance improvements. Zanabazar's research (2023) indicates that a results-oriented transactional leadership style might positively influence employee loyalty. Gu's (2023) studies indicate that strategic leadership influences employee retention and fosters innovation and creativity inside the firm. Ding et al. (2012) proved that servant leadership, which prioritizes employee service and individual development, can enhance organizational employee engagement. An effective leadership style fosters a sense of ownership and accountability among employees, resulting in enhanced loyalty and heightened productivity.

The impact of training and development on satisfaction and loyalty

The training and development of human resources constitute strategic investments for firms aimed at improving employee satisfaction and loyalty. Costen and Salazar's (2011) research shows that systematic and ongoing training can improve staff competencies, resulting in heightened job satisfaction. Khan et al. (2022) also reinforce this, emphasizing that training enhances individuals' job identities, thereby increasing their confidence and sense of value in the workplace. Training programs not only impart new technical skills but also foster stronger ties between employees and the firm. Through the provision of pertinent training, the organization demonstrates its dedication to staff growth, fostering enhanced employee loyalty.

Communication and workplace environments

An encouraging workplace and efficient communication are essential in fostering employee loyalty. Lagree et al. (2021) demonstrate that polite and inclusive communication in the workplace can improve employee engagement and job satisfaction. Chen and Lin's (2013) research corroborates that open and honest communication fosters a healthy work environment, therefore enhancing employee loyalty to the firm. An affirmative work atmosphere reduces interpersonal disputes and fosters a sense of security and comfort, establishing the basis for fruitful professional relationships and enhanced loyalty.

4. Conclusion

A descriptive study indicates that career development, organizational support, effective leadership, training, and communication significantly influence employee loyalty and performance. These findings underscore the critical need for firms to integrate these elements into their human resource management (HRM) practices to create a resilient and adaptable workforce. By prioritizing career development programs, organizations can facilitate employee growth and align individual aspirations with organizational goals, thereby fostering mutual commitment.

Organizational support and effective leadership are pivotal in cultivating trust and a sense of belonging among employees. When management demonstrates genuine investment in employee well-being

through tangible support and transparent communication, it enhances employee engagement and reduces turnover rates. Training programs, on the other hand, equip employees with the skills required to adapt to evolving industry demands, ensuring that organizations remain competitive in a rapidly changing market.

These findings also provide practical frameworks for HRM practitioners to implement policies that directly address the key drivers of employee loyalty and performance. For instance, by fostering open communication channels, organizations can encourage feedback and collaboration, thereby improving both job satisfaction and productivity. Leadership training initiatives can empower managers to inspire and motivate their teams effectively, aligning their leadership style with organizational values.

Furthermore, these findings offer pragmatic direction for management in formulating policies and initiatives that enhance employee engagement while promoting organizational sustainability. By operationalizing these elements into HR strategies, firms not only enhance employee loyalty but also strengthen their organizational culture and brand reputation. This contributes to long-term sustainability and positions organizations as employers of choice in their respective industries.

Subsequent research may concentrate on the enduring effects of these elements on the sustainability and competitiveness of organizations in contemporary society. Such research could deepen understanding of how specific HRM interventions impact organizational performance metrics, such as profitability, innovation, and market adaptability, thus reinforcing the strategic importance of HRM practices in achieving sustainable growth.

References

- Agba, O., Nkpoyen, F., & Ushie, E. M. (2010). Career Development and Employee Commitment in Industrial Organisations in Calabar, Nigeria. *American Journal of Scientific and Industrial Research*, 1(2), 105–114. <https://doi.org/10.5251/ajsir.2010.1.2.105.114>
- Amtu, O., Souisa, S. L., Joseph, L. S., & Lumamuly, P. C. (2021). Contribution of Leadership, Organizational Commitment and Organizational Culture to Improve the Quality of Higher Education. *International Journal of Innovation*, 9(1), 131–157. <https://doi.org/10.5585/iji.v9i1.18582>
- Antončić, J. A., & Antončić, B. (2011). Employee Loyalty and Its Impact on Firm Growth. *International Journal of Management & Information Systems (Ijmis)*, 15(1). <https://doi.org/10.19030/ijmis.v15i1.1598>
- Bayer, N., & Çankaya, M. (2022). The Relationship Between Emotional Labor, Organizational Loyalty, and Turnover Intention in Nurses. *Clinical and Experimental Health Sciences*, 12(1), 198–204. <https://doi.org/10.33808/clinexphealthsci.927145>
- Bibi, P., Ahmad, A., & Majid, A. H. A. (2018). *HRM Practices and Employee Retention: The Moderating Effect of Work Environment*. 129–152. <https://doi.org/10.1108/978-1-78756-699-620181007>
- Brisson, N. (2023). The Relationship Between Workplace Ostracism and Organizational Dehumanization: The Role of Need to Belong and Its Outcomes. *Psychologica Belgica*, 63(1). <https://doi.org/10.5334/pb.1215>
- Chen, Y. C., & Lin, S.-Y. (2013). Modeling Internal Marketing and Employee Loyalty: A Quantitative Approach. *Asian Social Science*, 9(5). <https://doi.org/10.5539/ass.v9n5p99>
- Chowdhury, S. (2013). HRM Practices and It Impact on Employee Satisfaction: A Case of Pharmaceutical Companies in Bangladesh. *International Journal of Research in Business and Social Science (2147-4478)*, 2(3), 62–67. <https://doi.org/10.20525/ijrbs.v2i3.74>
- Costen, W. M., & Salazar, J. (2011). The Impact of Training and Development on Employee Job Satisfaction, Loyalty, and Intent to Stay in the Lodging Industry. *Journal of Human Resources in Hospitality & Tourism*, 10(3), 273–284. <https://doi.org/10.1080/15332845.2011.555734>
- Dhir, S., Dutta, T., & Ghosh, P. (2020). Linking Employee Loyalty With Job Satisfaction Using PLS–SEM Modelling. *Personnel Review*, 49(8), 1695–1711. <https://doi.org/10.1108/pr-03-2019-0107>
- Ding, D., Lu, H., Song, Y., & Lu, Q. (2012). Relationship of Servant Leadership and Employee Loyalty: The Mediating Role of Employee Satisfaction. *Ibusiness*, 04(03), 208–215. <https://doi.org/10.4236/ib.2012.43026>
- Fadhila, N., & Sulistiyani, E. (2022). The Influence of Motivation, Working Environment and Career Development Toward Employees' Loyalty. *Afebi Management and Business Review*, 6(2), 140. <https://doi.org/10.47312/ambr.v6i2.503>
- Ganic, E., Babić-Hodović, V., & Arslanagić-Kalajdžić, M. (2018). We Are Happy Here and We Will Stay, What About You? The Cross-Level Impact of Employee Loyalty and Performance on Student Loyalty. *South East European Journal of Economics and Business*, 13(2), 7–18. <https://doi.org/10.2478/jeb-2018-0009>
- Gu, S. (2023). The Effect of Strategic Leadership on Retention and Creativity of Employee in Chinese Universities: Career Aspiration as a Mediator. *International Journal of Education and Humanities*, 9(2), 214–220. <https://doi.org/10.54097/ijeh.v9i2.9936>

- Guan, Y., Zhou, W., Ye, L., Jiang, P., & Zhou, Y. (2015). Perceived Organizational Career Management and Career Adaptability as Predictors of Success and Turnover Intention Among Chinese Employees. *Journal of Vocational Behavior*, 88, 230–237. <https://doi.org/10.1016/j.jvb.2015.04.002>
- Guo, C., Selamat, M. H., & Zhou, L. (2021). Factors Motivating Academicians' Work Engagement in HeNan Province of China. *Espergesia*, 8(2). <https://doi.org/10.18050/rev.espergesia.v8i2.859>
- Gyawali, B. P. (2020). Factors Influencing Employees' Loyalty Evidence From Nepalese Corporations. *Management Dynamics*, 23(1), 231–238. <https://doi.org/10.3126/md.v23i1.35582>
- Hajriyanti, R., & Imilda. (2022). The Influence of Leadership Style on Employee Work Motivation at PT. Pos Indonesia (PERSERO) Banda Aceh City. *Ijer*, 2(2), 73–78. <https://doi.org/10.35870/ijer.v2i2.108>
- Howard, M. C., Cogswell, J. E., & Smith, M. B. (2020). The Antecedents and Outcomes of Workplace Ostracism: A Meta-Analysis. *Journal of Applied Psychology*, 105(6), 577–596. <https://doi.org/10.1037/apl0000453>
- Ichdan, D. A. (2023). Participation in Decision-Making, Career Development, and Organizational Commitment. *Jurnal Ilmiah Akuntansi Dan Bisnis*, 18(2), 342. <https://doi.org/10.24843/jiab.2023.v18.i02.p10>
- IDOWU, S. A. (2023). Influence of Organisational Career Management on Employee Performance and Retention of Academic Staff of Private Universities in Ondo State, Nigeria. *Lasu Journal of Employment Relations & Human Resource Management*, 4(2), 124–144. <https://doi.org/10.36108/ljerhrm/3202.04.0290>
- Kasdorf, R. L., & Kayaalp, A. (2021). Employee Career Development and Turnover: A Moderated Mediation Model. *International Journal of Organizational Analysis*, 30(2), 324–339. <https://doi.org/10.1108/ijoa-09-2020-2416>
- Kaur, M., Sinha, R. K., Chaudhary, V., Sikandar, M. A., Jain, V., Gambhir, V., & Dhiman, V. (2022). Impact of COVID-19 Pandemic on the Livelihood of Employees in Different Sectors. *Materials Today Proceedings*, 51, 764–769. <https://doi.org/10.1016/j.matpr.2021.06.229>
- Khan, J., Saeed, I., Zada, M., Nisar, H. G., Ali, A., & Zada, S. (2022). The Positive Side of Overqualification: Examining Perceived Overqualification Linkage With Knowledge Sharing and Career Planning. *Journal of Knowledge Management*, 27(4), 993–1015. <https://doi.org/10.1108/jkm-02-2022-0111>
- Khurong, M. N., Phuong, T., & Phuong, N. T. M. (2020). The Impacts of Human Resource Management Practices on Employees' Motivation and Loyalty. *Management Science Letters*, 2673–2682. <https://doi.org/10.5267/j.msl.2020.3.025>
- Kuncorowati, H., Rokhmawati, H. N., & Supardin, L. (2022). The Effect of Job Satisfaction and Employee Loyalty on Employee Performance. *Penanomics International Journal of Economics*, 1(3), 301–310. <https://doi.org/10.56107/penanomics.v1i3.50>
- LaGree, D. (2023). Combatting the “Great Discontent”: The Impact of Employability Culture and Leadership Empowerment on Career Growth, Loyalty and Satisfaction. *Corporate Communications an International Journal*, 29(3), 291–311. <https://doi.org/10.1108/ccij-04-2023-0058>
- LaGree, D., Houston, B., Duffy, M., & Shin, H. (2021). The Effect of Respect: Respectful Communication at Work Drives Resiliency, Engagement, and Job Satisfaction Among Early Career Employees. *International Journal of Business Communication*, 60(3), 844–864. <https://doi.org/10.1177/23294884211016529>
- M, S. P. (2023). Employee and Customer Loyalty: Two Targets, One Endeavor? *Personnel Review*, 53(4), 918–928. <https://doi.org/10.1108/pr-01-2023-0035>
- Majid, M. A. A., Samsudin, A., Noorkhizan, M. H. I., Noor, S. N. A. M., & Zuffri, N. S. H. A. (2017). Career Development, Job Security and Employee Loyalty at a Luxury Resort in Terengganu, Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 7(10). <https://doi.org/10.6007/ijarbss/v7-i10/3422>
- McIlveen, P., Morgan, T., & Bimrose, J. (2012). A Longitudinal Study of the Experience of a Career Development Program for Rural School Students. *Australian Journal of Career Development*, 21(1), 22–30. <https://doi.org/10.1177/103841621202100104>
- Meng-Lewis, Y., Wong, D., Zhao, Y., & Lewis, G. (2021). Understanding Complexity and Dynamics in the Career Development of eSports Athletes. *Sport Management Review*, 25(1), 106–133. <https://doi.org/10.1016/j.smr.2020.08.003>
- Mikkelsen, A., & Olsen, E. (2019). The Influence of Change-Oriented Leadership on Work Performance and Job Satisfaction in Hospitals – The Mediating Roles of Learning Demands and Job Involvement. *Leadership in Health Services*, 32(1), 37–53. <https://doi.org/10.1108/lhs-12-2016-0063>
- Mohyi, A., & Sukmawati, D. (2023). Do Employee Experience Has an Impact to Turnover? *Journal of Career and Entrepreneurship*, 2(1), 49–58. <https://doi.org/10.22219/jce.v2i1.25871>
- Mubin, N., Setyaningrum, R. P., & Rezeki, F. (2022). Revealing the Role of Job Involvement and Employee Loyalty as Mediation Variables. *International Journal of Business Ecosystem and Strategy (2687-2293)*, 4(3), 23–36. <https://doi.org/10.36096/ijbes.v4i3.349>
- Mwaitinda, B. M., & Hu, P. (2020). Causal Relationship of Employee Loyalty & Organizational Commitment Based on Satisfaction Model. *International Journal of Research and Studies Publishing*, 10(3), p9921. <https://doi.org/10.29322/ijsrp.10.03.2020.p9921>
- Natasya, S. (2023). The Influence of Authority Leadership, Loyalty and Training on Employee Performance. *Journal of Humanities Social Sciences and Business (Jhssb)*, 2(4), 733–741. <https://doi.org/10.55047/jhssb.v2i4.745>
- Ni, X. (2023). How Does Leader Career Calling Stimulate Employee Career Growth? The Role of Career Crafting and Supervisor-subordinate Guanxi. *Leadership & Organization Development Journal*, 45(1), 21–34. <https://doi.org/10.1108/lodj-07-2023-0400>

- Novianti, F. K., & Yogatama, G. A. (2019). The Effect of Proactive Personality and Organizational Support for Career Development on Career Satisfaction. *Agregat Jurnal Ekonomi Dan Bisnis*, 3(2), 205. https://doi.org/10.22236/agregat_vol3/is2pp206-222
- Olonade, Z. O., & Omotoye, O. O. (2021). Training and Development as Correlate of Effectiveness and Loyalty of Employees: A Case of Transmission Company of Nigeria. *Pyc Nepal Journal of Management*, 14(1), 31–44. <https://doi.org/10.3126/pycnjm.v14i1.41021>
- Qorfianalda, S., & Wulandari, A. (2021). Budaya Organisasi Terhadap Kinerja Dimediasi Kepuasan Dan Loyalitas Kerja Karyawan. *Ekomabis Jurnal Ekonomi Manajemen Bisnis*, 2(02), 157–168. <https://doi.org/10.37366/ekomabis.v2i02.211>
- Reis, I., Sousa, M. J., & Dionísio, A. (2021). Employer Branding as a Talent Management Tool: A Systematic Literature Revision. *Sustainability*, 13(19), 10698. <https://doi.org/10.3390/su131910698>
- Sthapit, A., & Ghale, B. (2018). Impact of Training and Development on Perceived Employee Performance: A Case Study of Agricultural Development Bank LTD. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3570431>
- Suwandana, I. G. M. (2018). Employee Career Development: A Study on Career Management, Competence, Satisfaction and Organizational Commitment in a Star Hotel of Bali. *Russian Journal of Agricultural and Socio-Economic Sciences*, 82(10), 187–192. <https://doi.org/10.18551/rjoas.2018-10.20>
- Tetteh, J., & Asumeng, M. (2022). Succession Planning, Employee Retention and Career Development Programmes in Selected Organisations in Ghana. *African Journal of Management Research*, 27(1), 151–169. <https://doi.org/10.4314/ajmr.v27i1.9>
- Tschopp, C., Grote, G., & Gerber, M. (2012). *How Career Orientation Shapes the Job Satisfaction-Turnover Intention Link*. <https://doi.org/10.1037/e518332013-030>
- Tschopp, C., Grote, G., & Gerber, M. (2013). How Career Orientation Shapes the Job Satisfaction–turnover Intention Link. *Journal of Organizational Behavior*, 35(2), 151–171. <https://doi.org/10.1002/job.1857>
- Valdez, E. J. T., & Limos-Galay, J. A. (2023). The Impact of Career Pathing on Employees' Loyalty Among the Private Schools in San Jose, Occidental Mindoro. *International Journal of Research Studies in Management*, 11(1). <https://doi.org/10.5861/ijrsm.2023.1005>
- Vos, A. D., & Cambré, B. (2016). Career Management in High-Performing Organizations: A Set-Theoretic Approach. *Human Resource Management*, 56(3), 501–518. <https://doi.org/10.1002/hrm.21786>
- Widarko, A. (2023). The Effect of Career Planning and Employee Loyalty on Increasing Work Achievement. *Munaddhomah Jurnal Manajemen Pendidikan Islam*, 4(4), 794–804. <https://doi.org/10.31538/munaddhomah.v4i4.556>
- Wijayanti, P., & Mustika, M. D. (2021). Role of Workplace Spirituality in Employee Loyalty Among Indonesian Millennial Employees. *Jurnal Diversita*, 7(2), 249–258. <https://doi.org/10.31289/diversita.v7i2.5183>
- Xu, R., & Wang, J. (2016). A Study of Tourist Loyalty Driving Factors From Employee Satisfaction Perspective. *American Journal of Industrial and Business Management*, 06(12), 1122–1132. <https://doi.org/10.4236/ajibm.2016.612105>
- Yao, Y. (2023). The Role of Employee Loyalty in Online Reputation: Evidence From Tourism and Hospitality Sector. *International Journal of Contemporary Hospitality Management*, 36(7), 2406–2442. <https://doi.org/10.1108/ijchm-03-2023-0409>
- Yudi, W. S. (2018). Analysis of Determinant Factors Affecting the Employee Loyalty of Rural Banks (BPR) in Bandung City. *Holistica – Journal of Business and Public Administration*, 9(3), 97–106. <https://doi.org/10.2478/hjbpa-2018-0026>
- Yulia, E., & Safa'atillah, N. (2023). Empowering Leadership in Employee Career Establishment (Case Study in East Java Banking). *Al-Fikrah Jurnal Manajemen Pendidikan*, 11(1), 100. <https://doi.org/10.31958/jaf.v11i1.9487>
- Zacca, R., & Dayan, M. (2018). Linking Managerial Competence to Small Enterprise Performance Within the Dynamic Capability Logic. *Journal of Small Business and Enterprise Development*, 25(2), 256–276. <https://doi.org/10.1108/jsbed-02-2017-0042>
- Zanabazar, A. (2023). The Impact of Leadership Styles on Employee Loyalty and Engagement. *European Journal of Business Management and Research*, 8(4), 94–100. <https://doi.org/10.24018/ejbmr.2023.8.4.2048>
- Zhao, L., Li, W., & Zhang, H. (2022). Career Adaptability as a Strategy to Improve Sustainable Employment: A Proactive Personality Perspective. *Sustainability*, 14(19), 12889. <https://doi.org/10.3390/su141912889>
- القنيجان, و. (2024). Antecedents and Consequences of Organizational Loyalty. □□□□□□ □□□□□□ □□□□□□, 0(0), 1–10. <https://doi.org/10.21608/aja.2024.255574.1568>