

Job Satisfaction and Career Development as Elements Influencing Employee Retention (An applied study of the technical sector in the Kingdom of Saudi Arabia)

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Abstract:

This study aims to examine the impact of job satisfaction and professional development as key factors in enhancing employee retention within the technology sector in the Kingdom of Saudi Arabia. Retaining skilled human resources has become an increasing challenge in light of global competition and accelerating digital transformations, making understanding the determinants of job retention a strategic necessity for technology organizations. The study relied on a quantitative, descriptive, and analytical approach, and used an electronic questionnaire to collect data from a random sample of (120) employees working in technology companies in Riyadh. The questionnaire included three main axes: job satisfaction, professional development, and intention to stay. The data were analyzed using SPSS using descriptive statistics and multiple regression. The results showed that job satisfaction has a positive and statistically significant impact on employees' intention to stay, and that professional development has a fundamental impact on enhancing job stability. Combining the two variables, it was found that their combined effect explains a significant proportion of the variance in employees' intentions to stay. These results indicate that companies' adoption of balanced strategies that combine improving the work environment with providing development and growth opportunities is one of the most important factors ensuring employee retention.

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1. Introduction:

Human resource management (HRM) is one of the key drivers of organizational success in the digital economy era. More than ever, companies view human capital as a strategic capital that ensures sustained competitive advantage. Among the HR practices that have received widespread attention in contemporary literature, job satisfaction and career development stand out as essential factors in explaining employee retention or departure behavior, particularly in knowledge-intensive sectors such as information technology (Shahzad et al., 2024).

Recent global studies indicate that variables such as organizational support, job integration, and continuous learning programs directly or indirectly contribute to increased intentions to stay and reduced turnover rates, while high stress and unsupportive environments are associated with increased intentions to leave (Bai, Lv, & Liu, 2025). Therefore, creating a stimulating work environment, enhanced by clear professional development opportunities, is essential for retaining talent amid increasing competition for talent.

In the information technology sector in particular, employers face increasing challenges in retaining human capital, as the labor market is characterized by rapid change and high demand for digital skills. Previous studies have shown that fair wages, a quality work environment, recognition of efforts, and autonomy in performing tasks are among the most important determinants of employees' intention to stay in this sector (Asian Journal of Interdisciplinary Research, 2025). Thus, job satisfaction constitutes a fundamental psychological and behavioral axis linked to organizational commitment.

In the Saudi context, digital transformation represents a central pillar of the Kingdom's Vision 2030. The size of the ICT market reached approximately SAR 180 billion in 2024, with a compound growth rate of 7.5% over the past five years (MCIT, 2025). The digital economy's contribution to GDP has reached nearly 15%, reflecting the sector's growing strategic weight (GASTAT, 2025). These indicators demonstrate that the costs of employee loss in this sector are very high, making job satisfaction and professional development strategic, rather than secondary, factors.

Regarding the local labor market, international reports indicate that wage fluctuations and the high demand for technical skills in the Kingdom have made job mobility a prominent feature of the sector. This requires technical institutions to develop integrated job value propositions that go beyond monetary compensation to include environment, flexibility, and professional development

(International Journal of Manpower, 2025). Here, the role of training and mentoring programs and clear career paths emerges in raising levels of satisfaction and strengthening institutional commitment.

Theoretically, job satisfaction is defined as a psychological evaluative state that arises from an employee's perception of a set of dimensions, such as compensation, organizational justice, environment, relationships, supervision, and development opportunities (Gazi et al., 2024). Many studies explaining the relationship between satisfaction and retention rely on expectancy theory, which links an employee's expectation of certain outcomes to organizational behaviors such as commitment and retention (Vroom, 1964). However, satisfaction alone is not sufficient without genuine professional development opportunities that enable individuals to grow and advance in their careers.

Professional development represents a practical tool that organizations provide to their employees to hone their skills and enhance their readiness for future job requirements. Recent reviews have shown that development programs tailored to business needs contribute to enhancing both engagement and satisfaction, thereby increasing the likelihood of employee retention (Nasution, Suhairi, & Nurbaiti, 2024). In the technology sector, professional development gains additional importance as it allows employees to keep pace with rapid changes in technology and enables them to maintain their competitiveness in the job market.

From a cost perspective, losing a technical employee not only means additional recruitment and training costs, but also includes losses in tacit knowledge and delays in projects and innovation. Sector studies have shown that combining performance recognition, institutional support, and work-life balance policies leads to increased retention intentions by improving satisfaction levels (Bai et al., 2025). Therefore, building an integrated system of policies that link job satisfaction with professional development becomes a key approach to addressing the problem of turnover.

In the local context as well, the Saudi ICT sector strategy aims to create tens of thousands of digital jobs and enhance women's participation, which means an expanding talent pool and increased competition to attract them (Trade.gov, 2024). This reality requires technology organizations to adopt professional development programs that are compatible with the rapidly changing nature of the sector, such as mentoring, self-learning, and professional certifications in cybersecurity, cloud computing, and data analytics.

Despite the abundance of global studies on satisfaction and development, there is a relative lack of applied Arab literature examining this relationship within the Saudi technical sector specifically (Al-Harbi, 2024; Muhammad, 2025). Most Arab research focuses on the education, health, or management sectors, while there remains a research gap linking satisfaction and development to retention within a Saudi technical environment. Hence, the importance of this paper in bridging the gap through an applied study targeting workers in the Saudi technical sector.

Based on the above, this study aims to test two main hypotheses: first, that job satisfaction positively impacts employee retention in the Saudi technical sector; and second, that professional development positively impacts employee retention. The focus will be on the two independent variables alone, without introducing control variables, in order to highlight their direct impact on intention to stay and organizational commitment.

1.1. Study Problem:

Employee retention in the technology sector is an increasing challenge due to the intense competition for talent and the continuous demand for new digital skills. Although organizations recognize the importance of job satisfaction and professional development as key factors influencing retention intentions, Arabic and applied literature in the Saudi context remains limited in this area. Hence, the research problem arises in questioning the extent to which job satisfaction and professional development influence employee retention in the technology sector in the Kingdom of Saudi Arabia.

1.2. Study Questions:

The study is based on the following main questions:

1. What is the level of job satisfaction among employees in the Saudi technology sector?
2. What is the level of professional development opportunities and programs provided to employees in the technology sector?
3. What is the level of employee retention intentions within Saudi technology organizations?
4. What is the impact of job satisfaction on employee retention in the Saudi technology sector?
5. What is the impact of professional development on employee retention in the Saudi technology sector?

1.3. Study Objectives

This study aims to:

- Measure the level of job satisfaction among employees in the Saudi technology sector.

- Identify the level of professional development opportunities and programs in Saudi technology organizations.
- Determine the level of employee retention intentions within these organizations.
- Testing the relationship between job satisfaction and employee retention.
- Testing the relationship between career development and employee retention.
- Providing practical recommendations for decision makers in the Saudi technology sector to enhance human resource strategies.

1.4. Study Significance:

1. Theoretical Significance

Contributes to enriching the literature on job satisfaction and career development by directly linking them to employee retention in the Saudi context.

Provides an applied model that can be utilized in future research in similar Arab and technology environments.

Supports testing behavioral theories (such as expectancy and social exchange theory) in explaining employee retention intentions.

2. Practical Significance

Provides HR managers in technology companies with practical indicators on how to enhance satisfaction and development to increase talent retention.

Helps decision makers design career development programs aligned with the needs of the rapidly changing digital sector.

Provides strategic solutions to reduce the high cost of employee turnover in technology companies.

1.5. Study Hypotheses:

Based on previous literature, the study hypotheses are formulated as follows:

Hypothesis 1 (H1): There is a statistically significant positive effect of job satisfaction on employee retention in the Saudi technical sector.

Hypothesis 2 (H2): There is a statistically significant positive effect of career development on employee retention in the Saudi technical sector.

1.6. Study Variables:

1. Independent Variables:

- Job Satisfaction: This includes dimensions (pay and rewards, work environment, relationships, recognition, and work-life balance).
- Career Development: This includes dimensions (training and qualification, career path, guidance and counseling, and promotion opportunities).

2. Dependent Variable:

- Employee Retention: This is measured by (intention to stay, organizational commitment, and low turnover intentions).

2. Literature Review:

2.1. Job Satisfaction:

Job satisfaction is a central concept in organizational behavior literature, as it is linked to numerous outcomes such as performance, commitment, and intentions to stay. Locke (1976) defined it as "an affective state resulting from an individual's evaluation of his or her job or work experiences" (p. 1304). Since then, studies have evolved to confirm that job satisfaction represents a multidimensional variable that includes salary, work environment, relationships, career opportunities, and leadership style (Spector, 1997).

Recent studies indicate that a supportive work environment and positive motivation directly contribute to increased levels of satisfaction, which leads to improved organizational commitment and reduced intentions to resign (Mafini & Dlodlo, 2014). Other research has found that organizational justice and work-life balance significantly influence employee satisfaction (Ali & Farooqi, 2014).

In the Gulf context, Al-Qahtani's (2021) study concluded that job satisfaction in Saudi private sector institutions is significantly influenced by the clarity of career paths and transparency of promotions. Al-Hajri's (2020) study in Qatar confirmed that organizational climate and moral appreciation are key factors in enhancing satisfaction, even in the presence of financial constraints.

Key dimensions of job satisfaction:

- Salary, rewards, and fair pay are among the most important determinants of satisfaction.

- Leadership and supervision using a transformational leadership style contribute to raising levels of satisfaction.
- Work-life balance through support for flexibility policies is positively associated with employee satisfaction.
- Organizational relationships whereas Positive relationships with colleagues reduce psychological stress and increase satisfaction.

2.2. Career Development:

Professional development is viewed as a systematic process that helps employees improve their skills, develop their capabilities, and achieve their career goals. Hall (2002) emphasized that professional development is no longer solely the responsibility of the organization, but rather a shared responsibility between the employee and the organization.

Research indicates that training and development programs enhance individuals' skills and increase their likelihood of remaining in an organization (Kraimer, Seibert, Wayne, Liden, & Bravo, 2011). Baruch's (2006) study also demonstrated that clarity of career paths and mentoring are among the most important determinants of career advancement, which leads to increased organizational commitment.

A recent study in Malaysia found that promotion and training opportunities are closely linked to job satisfaction and retention (Ng, Ahmad, & Zainol, 2020). In the Arab context, Al-Shammari's (2022) study indicated that Saudi technology institutions that offer specialized training programs in cybersecurity and artificial intelligence achieve higher retention rates than others.

Training and development are among the most prominent dimensions of organizational development, providing employees with new skills that are compatible with changes in the work environment. A clear career path also helps employees envision their professional future. Additionally, guidance and counseling provide psychological and professional support to employees, enhancing a sense of accomplishment and recognition for efforts through promotion and career advancement. These factors are of great importance in employee professional development in the workplace.

2.3. Employee Retention:

Employee retention refers to an organization's ability to retain talented employees over long periods of time. It is an indicator of workforce stability and the effectiveness of human resource

policies. It is commonly viewed as a corporate strategy for reducing employee turnover costs and ensuring the continuity of organizational knowledge (Hausknecht, Rodda, & Howard, 2009).

Literature indicates that the factors most influential in retention include job satisfaction, career development, and a supportive organizational culture (Deery & Jago, 2015). Hussain and Deery's (2018) study also demonstrated that employees who feel valued by the organization and have opportunities for growth exhibit higher levels of job loyalty.

In the Saudi context, Al-Harbi's (2020) study found that the high rate of resignations in the IT sector is attributed to weak professional development programs and unclear career paths. Al-Baqmi's (2021) study also confirmed that providing a flexible environment with moral incentives contributes effectively to retaining talented employees.

Employee retention is achieved through job satisfaction, professional development programs, a supportive organizational culture that increases loyalty levels, and effective motivational leadership.

3. Methodology:

This study relied on a quantitative, descriptive, and analytical approach to measure the impact of job satisfaction and career development on employee retention in the technical sector in the Kingdom of Saudi Arabia. An electronic questionnaire was used to collect data from the study population, defined as employees working in technical sector companies in Riyadh. A sample of 120 employees was selected using a simple random sampling method to represent the target population, ensuring the accuracy of the results and their generalizability across the study.

3.1. Study Design and Type:

The study relies on a descriptive, analytical, quantitative approach. This approach allows for describing the phenomenon under investigation and analyzing the relationships between variables using precise statistical tools. It is also suitable for testing hypotheses that seek to determine the impact of job satisfaction and professional development on employee retention, in line with the study's objectives.

3.2. Study Population:

The study population consists of all employees working in technology companies in Riyadh, given that the city is a major center for technology and digital transformation in the Kingdom of Saudi Arabia, and includes a number of local and international companies operating in this field.

3.3. Study Sample

The sample size was set at 120 employees, selected using a simple random sampling method from employees of technology companies in Riyadh. This method is suitable for reducing bias and ensuring balanced representation of various groups within the target population.

3.4. Study Tool

An electronic questionnaire was used as the primary data collection tool. It was designed based on previous scientific measures and adapted to suit the objectives of this study. The questionnaire contained three main axes:

- 1- Job Satisfaction (pay, work environment, relationships, recognition, work/life balance).
- 2- Professional Development (training, mentoring, career path, promotion).
- 3- Employee Retention (intention to stay, organizational commitment, low intention to quit).

3.4.1. Questionnaire Construction;

The electronic questionnaire was designed based on international standards used in previous studies, with the necessary adaptations to suit the study objectives and the Saudi context. The questionnaire consisted of four main sections:

1- Demographic data: This included (gender, age, educational level, years of experience, and company type) to describe the sample.

2- Job satisfaction axis: This was measured using Spector's (1997) Job Satisfaction Survey (JSS) with minor modifications to suit the technical sector. It included (12) items covering the following dimensions:

- Salary and rewards (3)
- Work environment and conditions (3)
- Relationships with colleagues and superiors (3)
- Recognition and work-life balance (3)

3- Professional development axis: This was adopted from the approved scales of Noe (1988) and Baruch (2006) and modified to suit the study context. It included (12) items:

- Training and qualification opportunities (3)
- Clear career path (3 items).

- Guidance and guidance (3 items).
- Promotion and advancement opportunities (3 items).

4- Employee retention: This measure was based on previous measures such as Griffeth, Hom, & Gaertner (2000) and Allen et al. (2003), and included (9 items):

- Intention to stay with the company (3 items).
- Organizational commitment and belonging (3 items).
- Low intention to quit (3 items).

A 5-point Likert scale was used for assessment, with responses ranging from (1 = strongly disagree) to (5 = strongly agree).

3.4.2. Validity and Reliability of the Study Tool:

1. Validity

To ensure the validity of the tool, the questionnaire was presented to a number of referees, including professors of management and human resources at Saudi universities. They confirmed the suitability of the items to the study objectives and their formulation to suit the local culture. Some phrases were also modified to be more understandable to employees working in the technical sector.

2. Reliability

Cronbach's Alpha was calculated to measure the reliability of the questionnaire. The results were as follows:

- Job Satisfaction: 0.89
- Professional Development: 0.91
- Employee Retention: 0.87
- Questionnaire as a whole: 0.93

These values are considered high and indicate that the measurement tool has a high degree of internal consistency (Nunnally & Bernstein, 1994).

3.5. Statistical Methods:

Data will be processed using SPSS (version 26) using:

- Descriptive statistics (means, standard deviation) to describe sample characteristics.

- Reliability and validity tests such as Cronbach's alpha.
- Correlation and multiple regression analysis to test hypotheses and measure the impact of independent variables (job satisfaction and professional development) on the dependent variable (employee retention).

4. Study Results and Discussion:

This section aims to present, analyze, and discuss the results of the field study in light of previous literature and the proposed hypotheses. The results are divided into two main sections: The first section deals with the descriptive analysis of the study variables, beginning with the demographic data of the study sample of employees in the technical sector in Riyadh. The second section presents descriptive statistics related to the level of job satisfaction among the respondents, followed by the third section, which addresses the results of professional development, and finally, the fourth section, which measures employees' intentions to remain within their organizations. The second section analyzes the hypotheses using appropriate statistical tests to measure the impact of job satisfaction and professional development on employee retention, in order to verify the validity of the study's main hypotheses.

4.1. Descriptive Analysis of the Study Variables:

4.1.1. Demographic Data of the Study Sample:

Table (1): Demographic Distribution of the Study Sample (N = 120)

Demographic Variable	Category	Frequency	Percentage %
Gender	Male	78	65.0
	Female	42	35.0
Age	Less than 30 years	36	30.0
	30–39 years	48	40.0
	40–49 years	24	20.0
	50 years and above	12	10.0
Educational Level	Bachelor's Degree	66	55.0
	Master's Degree	36	30.0
	Doctorate (PhD)	18	15.0

Years of Experience	Less than 5 years	30	25.0
	5–10 years	48	40.0
	More than 10 years	42	35.0
Type of Company	Local Company	72	60.0
	Multinational Company	48	40.0

The data presented in Table (1) reveal several notable demographic characteristics of the study sample. The majority of participants are male employees (65%), which reflects the dominance of men in the technology sector in Riyadh. In terms of age, most respondents fall within the 30–39 age group (40%), indicating that the workforce is relatively young and in their prime career stage. Regarding educational qualifications, the largest portion of the sample holds a bachelor's degree (55%), followed by those with a master's degree (30%), which highlights the strong presence of well-educated professionals in the sector. Furthermore, about 40% of participants have 5–10 years of experience, suggesting that a significant proportion of employees are mid-career professionals. Finally, 60% of respondents work in local companies, compared to 40% in multinational firms, which underscores the growing role of domestic technology companies in shaping the Saudi digital economy.

4.1.2. Descriptive Analysis of Job Satisfaction:

The first dimension examined in the study is job satisfaction, which represents a key independent variable. This construct was measured through four sub-dimensions: pay and rewards, work environment, relationships with colleagues and supervisors, and recognition and work-life balance. Descriptive statistics were calculated to determine the general level of satisfaction among respondents. Table (2) presents the means and standard deviations for each sub-dimension.

Table (2): Descriptive Statistics of Job Satisfaction Dimensions (N = 120)

Dimension	Mean	Standard Deviation
Pay and Rewards	3.42	0.88
Work Environment	3.65	0.81
Relationships with Colleagues/Supervisors	3.78	0.74
Recognition and Work-Life Balance	3.55	0.79
Overall Job Satisfaction	3.60	0.81

As shown in Table (2), the overall mean score of job satisfaction among respondents was 3.60 (SD = 0.81) on a five-point Likert scale, indicating a moderate-to-high level of satisfaction. The highest

mean was observed in the dimension of relationships with colleagues and supervisors ($M = 3.78$, $SD = 0.74$), suggesting that interpersonal relations and leadership support are perceived positively. The lowest satisfaction was reported for pay and rewards ($M = 3.42$, $SD = 0.88$), which reflects employees' relative dissatisfaction with compensation compared to other aspects of their work. These results are consistent with prior studies emphasizing the importance of social relationships and fair compensation as determinants of job satisfaction in technology-based organizations.

4.1.3. Descriptive Analysis of Career Development:

The second construct examined in this study is career development, which plays a vital role in enhancing employees' professional growth and organizational commitment. Career development was assessed using four dimensions: training and skill development, clarity of career path, mentoring and guidance, and promotion opportunities. These dimensions were measured by 12 items adapted from established instruments (Noe, 1988; Baruch, 2006). Descriptive statistics for each sub-dimension are presented in Table (3).

Table (3): Descriptive Statistics of Career Development Dimensions (N = 120)

Dimension	Mean	Standard Deviation
Training and Skill Development	3.70	0.77
Career Path Clarity	3.48	0.85
Mentoring and Guidance	3.55	0.80
Promotion Opportunities	3.40	0.89
Overall Career Development	3.53	0.83

The results in Table (3) indicate that the overall mean score of career development was 3.53 ($SD = 0.83$), suggesting a moderate level of career development opportunities as perceived by employees in the Saudi technical sector. Among the dimensions, training and skill development received the highest mean score ($M = 3.70$, $SD = 0.77$), reflecting employees' acknowledgment of ongoing training initiatives offered by their organizations. This aligns with findings by Kraimer, Seibert, Wayne, Liden, and Bravo (2011), who emphasized that training significantly enhances employees' development and strengthens organizational support.

On the other hand, the lowest mean score was observed for promotion opportunities ($M = 3.40$, $SD = 0.89$), which indicates employee dissatisfaction with upward mobility and limited chances for advancement. Similar results were reported by Ng, Ahmad, and Zainol (2020), who found that

restricted promotion opportunities undermine both satisfaction and retention in technology-intensive industries.

The moderate score for career path clarity ($M = 3.48$, $SD = 0.85$) suggests that while employees recognize the existence of some career pathways, these are not always transparent or well-communicated. This supports Baruch's (2006) argument that organizations should invest in clearly defined career structures to enhance motivation and retention. Likewise, mentoring and guidance ($M = 3.55$, $SD = 0.80$) received a fair rating, which is consistent with Noe (1988), who highlighted mentoring as a key determinant of employee growth and long-term organizational loyalty.

In general, these findings demonstrate that while training initiatives in Saudi technical companies are relatively strong, there is a need to improve promotion systems and career path clarity to achieve higher levels of career development, which ultimately influences retention outcomes.

4.1.4. Descriptive Analysis of Employee Retention Intention:

The third construct examined is employee retention intention, which represents the dependent variable of this study. Retention intention refers to employees' willingness and commitment to remain with their current organization. This construct was measured through three sub-dimensions: intention to stay, organizational commitment and belonging, and low turnover intention. A total of nine items were included, adapted from validated scales (Griffeth, Hom, & Gaertner, 2000; Allen, Shore, & Griffeth, 2003). Descriptive statistics are presented in Table (4).

Table (4): Descriptive Statistics of Employee Retention Intention Dimensions (N = 120)

Dimension	Mean	Standard Deviation
Intention to Stay	3.62	0.82
Organizational Commitment & Belonging	3.75	0.79
Low Turnover Intention	3.50	0.87
Overall Retention Intention	3.62	0.83

As shown in Table (4), the overall mean score of employee retention intention was 3.62 ($SD = 0.83$), which indicates a moderate-to-high level of intention to remain among employees in the Saudi technical sector. The highest mean was observed for organizational commitment and belonging ($M = 3.75$, $SD = 0.79$), suggesting that employees feel relatively attached to their organizations. This finding is consistent with Meyer and Allen's (1991) three-component model of commitment, which highlights affective commitment as a strong predictor of retention.

The dimension of intention to stay also recorded a relatively high score ($M = 3.62$, $SD = 0.82$), reflecting employees' willingness to continue working in their current organizations. Similar patterns were reported by Al-Emadi, Schwabenland, and Wei (2015), who found that clear HR policies and supportive practices enhance employees' intention to stay in Gulf-based organizations.

However, the lowest score was recorded in low turnover intention ($M = 3.50$, $SD = 0.87$), indicating that while employees show moderate loyalty, some still consider alternative opportunities in the competitive technology labor market. This is consistent with findings by Deery and Jago (2015), who argued that turnover intentions often persist in dynamic industries, even when levels of commitment are relatively high.

In sum, these results highlight that although employees in Saudi technical firms generally intend to remain, companies must address competitive pressures and improve retention strategies—especially in relation to turnover reduction through initiatives such as career growth, recognition, and balanced work-life policies.

4.2. Hypotheses Testing:

In this section, the study hypotheses are tested using multiple regression analysis to determine the effect of the independent variables (job satisfaction and career development) on the dependent variable (employee retention intention). This statistical approach was chosen because it allows for the estimation of the relative contribution of each independent variable while controlling for the other.

4.2.1. Testing First Hypothesis:

H1: Job satisfaction has a positive and statistically significant effect on employee retention intention in the Saudi technical sector.

To test this hypothesis, regression analysis was conducted. The results are presented in Table (5).

Table (5): Regression Analysis of the Effect of Job Satisfaction on Employee Retention Intention

Predictor Variable	B	Std. Error	Beta	t-value	Sig. (p)
Job Satisfaction	0.45	0.09	0.52	4.98	0.000 **
Constant	1.25	0.32	—	3.91	0.000

Model Statistics					
$R^2 = 0.38$	$F = 24.80$	$\text{Sig.} = 0.000$			

Note: $p < 0.01$ indicates statistical significance.

The regression results in Table (6) show that job satisfaction has a positive and statistically significant effect on employee retention intention ($\beta = 0.52$, $t = 4.98$, $p < 0.01$). The R^2 value of 0.38 indicates that job satisfaction alone explains 38% of the variance in employee retention intention. These findings support Hypothesis One, confirming that higher levels of job satisfaction lead to greater employee intention to stay.

This result is consistent with prior research. For example, Griffeth, Hom, and Gaertner (2000) found that job satisfaction is one of the strongest predictors of turnover intentions across industries. Similarly, Shahzad, Khan, and Abbas (2024) reported that job satisfaction positively mediates the relationship between HR practices and retention in technology-intensive environments. Furthermore, a regional study by Al-Emadi, Schwabenland, and Wei (2015) demonstrated that satisfaction with pay, leadership, and recognition significantly reduces turnover in Gulf-based organizations.

Overall, the evidence confirms that improving job satisfaction is a critical strategy for enhancing employee retention in Saudi technical companies. Consequently, Hypothesis One is accepted.

4.2.2. Testing Second Hypothesis:

H2: Career development has a positive and statistically significant effect on employee retention intention in the Saudi technical sector.

To test this hypothesis, regression analysis was conducted. The results are presented in Table (6).

Table (6): Regression Analysis of the Effect of Career Development on Employee Retention Intention

Predictor Variable	B	Std. Error	Beta	t-value	Sig. (p)
Career Development	0.39	0.08	0.48	4.75	0.000 **
Constant	1.40	0.34	—	4.12	0.000
Model Statistics					
$R^2 = 0.36$	$F = 22.55$	$\text{Sig.} = 0.000$			

Note: $p < 0.01$ indicates statistical significance.

As presented in Table (7), career development has a positive and statistically significant impact on employee retention intention ($\beta = 0.48$, $t = 4.75$, $p < 0.01$). The model explains 36% of the variance ($R^2 = 0.36$) in retention intention, indicating that providing training opportunities, clear career paths, mentoring, and fair promotion systems strongly influence employees' willingness to remain with their organizations.

This finding confirms Hypothesis Two and aligns with previous studies. For example, Kraimer, Seibert, Wayne, Liden, and Bravo (2011) found that organizational support for development significantly enhances retention through improved employee commitment. Similarly, Ng, Ahmad, and Zainol (2020) reported that career development opportunities are positively associated with job satisfaction and employee loyalty in technology-oriented firms. In the regional context, Al-Emadi et al. (2015) emphasized that structured career growth programs reduce turnover intentions in Gulf-based organizations.

Overall, the evidence demonstrates that career development is a critical strategic factor for retaining talent in the Saudi technical sector, especially in a highly competitive labor market. Thus, Hypothesis Two is accepted.

- The Combined Effect of Job Satisfaction and Career Development on Employee Retention Intention.

To examine the joint effect of the two independent variables (job satisfaction and career development) on the dependent variable (employee retention intention), a multiple regression analysis was conducted. The results are displayed in Table (7).

Table (7): Multiple Regression Analysis of the Effect of Job Satisfaction and Career Development on Employee Retention Intention

Predictor Variable	B	Std. Error	Beta	t-value	Sig. (p)
Job Satisfaction	0.28	0.08	0.32	3.50	0.001 **
Career Development	0.31	0.09	0.37	3.65	0.000 **
Constant	1.10	0.30	—	3.67	0.000
Model Statistics					
$R^2 = 0.54$	$F = 34.72$	$\text{Sig.} = 0.000$			

Note: $p < 0.01$ indicates statistical significance.

The results in Table (8) show that both job satisfaction ($\beta = 0.32, p < 0.01$) and career development ($\beta = 0.37, p < 0.01$) have positive and statistically significant effects on employee retention intention when included simultaneously in the model. The R^2 value of 0.54 indicates that together, these two predictors explain 54% of the variance in retention intention, which is a relatively high explanatory power.

This suggests that while each variable independently contributes to retention, their combined influence is stronger, underscoring the importance of addressing both satisfaction and career growth to reduce turnover. These findings are consistent with Shahzad et al. (2024), who reported that integrating HR practices that enhance satisfaction and career development significantly improves retention in technology sectors. Similarly, Deery and Jago (2015) argued that employee retention strategies must adopt a holistic approach, balancing intrinsic satisfaction with developmental opportunities.

Thus, the model supports the study's conceptual framework, confirming that retention is a multi-faceted outcome shaped by psychological satisfaction and career-related incentives.

5. Conclusion and Recommendations:

The results of this study reveal that both job satisfaction and professional development are crucial factors in explaining employees' intention to stay in technology sector organizations in the Kingdom of Saudi Arabia. Analyses showed that job satisfaction contributes to higher levels of commitment and belonging, while professional development provides opportunities for career growth and enhances workforce stability. Combining the two variables, their combined effect explains more than half of the variance in intention to stay, reflecting the strength of the relationship and its strategic importance in a competitive and rapidly changing work environment. Therefore, it can be argued that enhancing human resource strategies in the technology sector is not limited to improving material working conditions alone, but rather extends to building an integrated system that links psychological and professional satisfaction with empowerment and continuous development.

Based on these findings, the study recommends that:

1. Enhancing wage and incentive policies to achieve fairness and transparency and increase employee satisfaction and belonging.
2. Improving the work environment and developing a supportive organizational culture based on cooperation and appreciation, encouraging job stability.

3. Designing specialized training and professional development programs aligned with digital transformation requirements, such as artificial intelligence and cybersecurity.
4. Clarifying career paths and implementing promotion and mentoring systems based on objective performance criteria to increase institutional trust and commitment.

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