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## Evaluating the Impact of Career Development Practices on Employee Retention among Healthcare Professionals

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**Abstract:** Healthcare professionals particularly doctors, face increasing challenges in retaining their positions in a demanding and often politically influenced medical environment. This study investigates how career development practices specifically work environment, promotion opportunities, and professional training affect the retention of healthcare professionals in Karachi's healthcare sector. Employing a quantitative, deductive research approach, data was collected via structured questionnaires from 200 doctors working in hospitals, clinics, and healthcare institutions across Karachi. Career development initiatives significantly improve doctors' motivation, job satisfaction, and their intent to remain in their organizations. The findings that structured training programs, clear promotion pathways, and a supportive work environment are pivotal in reducing staff income and fostering long-term commitment. Career development structures within healthcare facilities to ensure employee 'well-being and improve service delivery. This research contributes to the growing conversation on healthcare human resource management in developing countries and offers actionable guidance for hospital administrators and policymakers.

**Keywords:** Career Development Practices, Employee Retention, Healthcare Professionals, Work Environment, Professional Training

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## **Evaluating the Impact of Career Development Practices on Employee Retention among Healthcare Professionals**

### **1. Introduction**

The effect of career development practices (Loo et al., 2024) can be defined as the procedure of knowing yourself, exploration, and choice that makes your career. It involves a fine art of maneuvering your career choices to choose and prepare in those professions that best suit your personality, talents, and interests. In the case when an individual is worried about his or her professional progress, he or she examines his own advantages and weaknesses and strives to develop his or her abilities. It also presupposes the understanding of other businesses and sectors. To seek one that was suitable to their abilities, to seek chances of promotion and possibly to switch professions altogether in case they discovered that there was one which fitted them better (Al Balushi et al., 2022). In order to understand how career development practices in all the workspace where many opportunities open their door for the corporate sector for healthcare professionals to work better, we need to analyze that it always shows its influence in long term on the mass amount of people entering in the corporate sector.

The fulfillment of such departments is kept through students who enter from a small scale of corporate world to some large extensive units of their companies or firms. The events can be different while going for career counseling and the practices which come under incentive rational which is provided to the certain doctors so that they can experience the factors of career development practices. One might catch the track of the pathway they want to carry forward in their lives. In this research work, the researcher is taking in consideration of how career counseling impact the retention of employees who belong to corporate sector of health providers such as medicine doctors, dentists, and other health care professionals. The pros and cons of how career development practices has an impact on their right selection of pathway will be discussed. It might get difficult at many stages for the students to conclude their degrees with the accurate selection of their choice of interest and their possible course of action to be pursued. It's highly important to know that how career counseling is going to impact the students or employees in the working environment (Farooq et al., 2022). For that, the researcher will be making sure of encountering the problems and then suggest the solutions as well.

Interests, abilities, values, personality, background, and circumstances are all aspects that influence your professional development. There is a critical need for career counselling and support for students and parents, and a comprehensive program has been developed to assist students in overcoming difficulties in their career choices. This program is tailored to the needs of each student is help them develop their personalities and sharpen the skills they need to succeed in life. Career development practices and guidance services will not only improve students' grades but will also assist them achieve their life goals(Al Balushi et al., 2022; Farooq et al., 2022). Considering all this information, this research work is going to focus on how career development training sessions, their counseling helps and impact the lives of students around the world especially in the departments of health care providing professionals such as medicine doctors, dentists and other heather care providers we are surrounded by.

## **1.2. Problem Statement**

Retaining employees is a key issue to organizations, and the cost of replacing the departing employees is usually expensive and disruptive (Farooq et al., 2022). Many organizations have retaliated to this by progressively focusing on career development practices as a strategic approach of enhancing the retention of employees. Career development is generally considered as an important process of increasing the level of employee commitment, job satisfaction, as well as long term attachment in an organization.

Quality of work life research indicates that employees are more likely to stay with the company because of good and equitable remuneration, socialization at the work place, job security, human capabilities and career growth (Endalamaw et al., 2024)determined that there was a high positive association between quality of work life, career development practices and employee retention. An empirical study of a survey of Dhaka, Bangladesh also shows that healthcare workers, especially doctors, tend to undergo psychological stress, lack of motivation, and inefficiencies within the organization, which adversely influence their commitment to their organization. The situational and organizational factors significantly influence these problems and not personal weaknesses.

Human resources working in the healthcare industry encounter a challenging workplace, political conditions, and management stress that may destroy retention in spite of the rigorous professional training and emotional stamina. All the doctors are well trained and

equipped with coping mechanisms, but due to workplace politics and mismanagement in the organizations, they are also susceptible to many of the same ailments as other employees in other industries (Main & Anderson, 2023). It is against this background that the current study discusses the issue that affect retention of health professionals, and in particular doctors and attempts to come up with viable and contextual based solutions to enhance retention by engaging in effective career development practices.

### **1.3. Research Objectives**

The aim of the given research is to carry out analysis through a questionnaire that how the impact of career development practices is working on the retention of health care professionals. Following is the research objective which researcher will be working on and make sure that it is achieved by the end of the research:

- To investigate the impact of work environment on employee retention of health care professionals.
- To investigate the impact of promotion on employee retention of health care professionals.
- To investigate the impact of training on employee retention of health care professionals.

### **2.3. Research Questions**

Research question for the given research is as follows:

- What is the impact of work environment on employee retention of health care professionals?
- What is the impact of promotion on employee retention of health care professionals?
- What is the impact of training on employee retention of health care professionals?

### **1.4. Significance of the Study**

The importance of this research lies in the fact that when it comes to career development practices, there are instances when it might become too theoretical and intellectual. The realities of guiding and counselling the practices to subordinates about data processing job development differ dramatically from theory. Data processing in which the career development practices are involved, encourages the employees such as health care professionals and there,

especially doctors, to understand about the psychological and vocational components of career progression due to its nature and the focus it has in most businesses. When it comes to making a career move, a doctor or any health care professional can be very stressed. An examination of where the person has been and how he or she got there is the greatest place to start for a career plan (Bradacs et al., 2025). A set of inquiries can be used to reveal their reason for working in hospitals or their own clinics or supporting their home business of medicine or doctoral lane of already creating an impact on their career counselling. It's a good idea to take a look at the facts of the current hospital systems and their political framework. A review of the employee's present job description and performance should be the next step. The career counselling practices plays an immensely very effective role in choosing the line to pursuing the career. For instant, the higher the career development training is done through its specific departments, the higher are the chances that a lot of doctors and other health care professionals are going to be successful in choosing their choice of workspace. Otherwise (Maniscalco et al., 2024), it would be difficult for the employees to retain themselves in that specific area of their allocated job when career development practices are not implemented in the way they are promised where the faith may get downscale as well.

### **1.5. Scope of the Research**

This investigation's research scope is limited. For example, this study is being conducted in Karachi's healthcare industry. As a result, the scope is limited in two ways: it is limited in terms of region, and it is limited in terms of industry. Because the research is being conducted in the city of Karachi, all healthcare organizations working outside of the Karachi region are not included in the scope of this investigation. Similarly, in Karachi, only healthcare organizations such as hospitals, clinics, medical institutions, university hospitals, and other healthcare service providing organizations located in Karachi are included, so the scope is limited to the Karachi healthcare service providing industry.

## **2. Literature Review**

The actual purpose of this study is to enable readers aware of the information which is available in the existing literature of the given field of study. This study's information is derived and verified from previously held research articles and research studies. In this study, the researcher first described the definitions of career development practices as an independent variable, followed by specific category of health care professionals as a dependent variable.

Considering previous research studies and research publications, the researcher has also identified and mentioned the impact of career development practices on retention of healthcare professional especially Doctors who deal in medicine. Similarly, the study included a theoretical framework for the study's topic (Batanda, 2024). Finally, and perhaps most importantly, the study has identified hypotheses for the specific research work.

## **2.1. Retention of Healthcare Professionals**

The World Health Organization has highlighted a global shortage of healthcare workers, with a particularly uneven distribution of human resources in developing countries. Many nations face critical shortages of healthcare manpower, which pose significant challenges to achieving health-related goals. Limitations in human resources within the health sector have become a major barrier to improving population health outcomes, especially when the results do not reflect the level of resources invested.

These concerns have encouraged many countries to pursue reforms in healthcare human resource systems. However, in developing contexts, human resource management remains inadequate, particularly in areas such as skill development, competency building, and accountability (Merry et al., 2023). An effective workforce strategy can help address key challenges by improving recruitment, strengthening the performance of existing staff, and reducing the rate at which healthcare professionals leave the sector. Persistent shortages of healthcare workers are influenced by multiple interconnected factors, including under-resourced health systems, poor working conditions, limited career development opportunities, and weak human resource management practices.

The World Health Organization reports that health staff and human resource distribution are inadequate especially in the developing countries (Yi et al., 2024). One of the challenges in achieving health-related objectives is human resource constraints in the health. The increasing concern of poor results of enhancement of population health relative to amount of resources deployed has necessitated numerous nations to adopt human resource reform approaches in the health sector that can provide a broad spectrum of normal and less stressful medical work environment to doctors. In the developing countries, Human Resource Management in skill development, competencies and accountability are distant to satisfaction. The three fundamental challenges of enhancing the recruitment, enhancing the performance of

the already recruited workforce, and reducing the rate at which the doctors quit the health workforce particularly upon joining the literal medical centers like hospitals and clinics can be effectively managed through an effective workforce strategy like training sessions of the healthcare professionals. The causes of the constant shortage of doctors in the world are quite complex and interrelated, and some of them are; the lack of proper resources in the health systems, unsatisfactory career development and working conditions, and poor human resources management in the developing countries such as Pakistan. The presence of larger numbers of temporary doctors poses a threat to the support-ability and sustainability of the hospital and clinical workforce due to lack of profession enhancement in the system. Doctors who are having administrative obligations, disparity in honors and occupation conditions is viewed as lower status in the hierarchical progressive system and this sabotages their power when other medical care laborers working under them who are also super durable representatives(Silvia+Hendrayanti, n.d.). Work qualities that impact work fulfillment in clinics are simply the work, pay, advancement open doors, preparing offices, associations with administrator and colleagues, and the functioning conditions, accessibility of foundation. Work fulfillment addresses the mentalities of authoritative responsibility in which a representative character like doctors for this research work himself with a specific medical center and wishes to keep up with participation in every task of that hospital. The point arises where the career development played its role in creating an impact on doctors for this whole situation to carry and make themselves eligible for the current medical positions. Doctors are the primary human resource in hospitals, delivering health care services to all patients in the event of an emergency. They not only provide health treatment but also serve as leaders and managers in health care companies. With this context in mind, the purpose of this research is to investigate the good and negative effects of career growth on doctors in Karachi district hospitals and other private hospitals. Also, this study has an aim to provide with the suggestions and recommendations regarding the policies and programs for retaining and engaging doctors at healthcare organizations such as in public hospitals, clinics, and another medical institute.

## **2.2. Career Development Practices**

Career development practices refers to a deliberate, structured, premeditated attempt to fulfill an equilibrium between the career musts of a person and the workforce needs of an organization (Goens & Giannotti, 2024; Ofei et al., 2023; Surya Herjuna et al., 2024).Once

CDP was an essential component of the HRMP in the lifetime employment practices in order to motivate employees to enrich their career and achieve desired performance in the organization (Nadler, Nadler, 1989). Career development is under one's control and responsibility and therefore, he or she should make decisions, adjust to situations (change in the organization), learn to grow and be able to control his or her own fate. Whether the work is demanding or not, whether the employees find support at work and personal development may be the determining factor between the employees staying at the job and quitting. This necessitates employers to deliver resources and means and the right environment to continue self-development. Although individual effort is highlighted, career literature has demonstrated that there is convergence between individual and 3 organizational efforts in career development is possible. These scholars proposed that CDP is a type of co-operative and reciprocity in terms of collective possession and sharing of the responsibility of the employees career (Al Balushi et al., 2022; Batanda, 2024; Loo et al., 2024; Main & Anderson, 2023) CDP should be a continuous development system related to HR policies and structure of an organization. The collaboration and reciprocity of devotion depicts CDP as a long-term progressive phenomenon. therefore, developing the competency of workers, and conversely, establishing a sustainable employment relationship. According to the organizational support theory, a mutual commitment between an employee and an employer begins with the organization creating an enabling and caring environment to the employees and vice versa, where employees are attached and take action to accomplish organizational objectives. The social exchange theory has its underpinning that resources received by another party may be of great need and value as well as the activities discretionary, and thus the exchange of favorable treatment may be prolonged. (Wu & Liu, 2022)the history of positive treatments by an organization to other employees would improve POS. These imperatives give speculation to the personal-idemin individual perception of CDP, in which the longer the time, the more POS the employee would have, and thus such is likely to be replicated by the desire to remain and prolonged additional effort with the employer.

### **2.3.Impact of Career Development Practices**

(Hosen et al., 2024) have demonstrated how motivation is related with career development. Career development prompted by the intensification of career opportunities in future is more apt to have a positive effect on the level of motivation of individuals when they

choose to take the right road to continue in their professional circle, vice versa, the reduced possibilities of career furtherment the lesser effect is the career development on the motivation level. In the research work, the researcher has chosen a particular line of employee that are healthcare professional like the doctors dealing with medicine. A physician as an employee may find it quite stressful to make career-related changes. The most appropriate beginning of a career plan is assessment of the part the employee has come and how he or she has arrived. In the research work, it is healthcare professional specially doctor who works in the field of medicine. The researcher has in subsequent sections demonstrated how career development practices affect retention of the doctors who are working either clinic in paid time shifts or in hospitals with legacy of their families.

#### **2.4. Work Environment**

Non-financial incentives, such as the provision of work autonomy at hospitals or healthcare units, flexibility in working hours for shifts, and work recognition, are critical for any medical department. Workplace motivation is thought to be a vital component in the success of individuals and departments, as well as a substantial predictor of intention to leave the workplace if any ambiguity is encountered. Professional growth, sufficient medical education, and training are motivating, and they provide health professionals, doctors, and researchers more confidence in their ability to fulfil their jobs. Their spirit to work on such platforms arise when they are motivated by right person and at right point of their lives. There is no chance of modelling stress and work environment tensions for the wellbeing of doctors. The number of patients arrive every day and due to increasing poor health facilities in many regions of Karachi, inadequate availability of health equipment in emergency units and other hygiene issues been faced at hospitals, may play their role in demotivating doctors. Career development teach them what to choose for their professional circle, but environment of such circles indirectly influences the interests of doctors at health care departments(Shiri et al., 2023).

#### **2.5. Promotion and Training**

This is the case in promotion in an organization where the performance and ability of an individual are formally rewarded with an increase in pay, work challenges, responsibility, status and autonomy. Promotion is seen by the employees as an accomplishment of an established track record of performance towards a successful career. In keeping with the

organizational support theory, promotion provides recognition to employees by the management which means that an organization is acknowledging and evaluating the performance of the employees through the formal method of promotion. It is also a promise by the organization to evolve further on the career paths and learning opportunities of every employee.

Employee retention importance has been found to be sensitive to training (Al Balushi et al., 2022; Endalamaw et al., 2024; Loo et al., 2024; Maniscalco et al., 2024; Merry et al., 2023; Shiri et al., 2023; Surya Herjuna et al., 2024) Performance of specific work independent of a specific organization and that a worker is a wanted one to that specific organization. An employee accidentally placed in such a state of affair grows more devoted and desiring to work throughout life in the establishment. Staff members must be made to feel like they are part of something and thus training is very essential. training can shape turnover thinking and it is an important source of generating turnover intentions. Staff who are fully committed to the company will have fewer chances of leaving. Actually, trainings create a connection between retention and dedication. (Hosen et al., 2024) argued that training is seen as a kind of investment whereby, the organization will finance the whole cost of the training and then become an investor by anticipating a payoff in terms of commitment and retention among the employees. The trainees have higher employee retention and dedication as they are perceived as a form of investment that they are expected to offer some returns to the company. (Aman-Ullah et al., 2022) Training A long term investment in employee skills. Training is not an instrument used to refine existing competencies of the employees but rather to equip employees to meet future effects of the competitive forces. Such training improves the level of determination and employees believe that the organization is opening gates to our success. This feeling gets the ideas of quitting out of the mind of the employees and compels them to keep thinking.

### **3. Research Hypotheses**

Based on the premise established above, the following hypothesis are designed

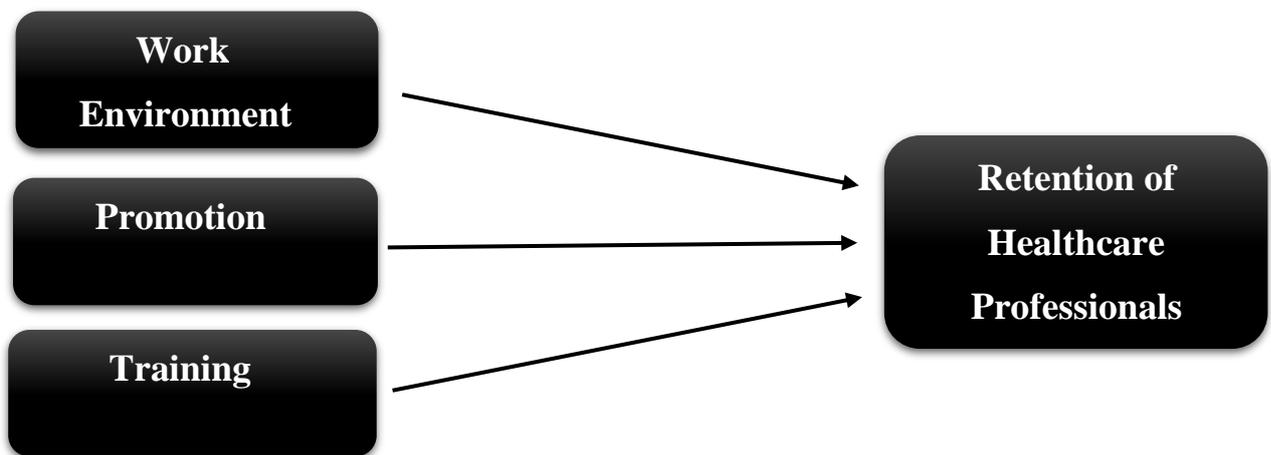
H1: Work environment has a significant impact on the employee retention of healthcare professionals

H2: Promotion has a significant impact on the employee retention of healthcare professionals

H3: Training has a significant impact on the retention of healthcare professionals

#### 4. Conceptual Framework

**Figure 1:** *Conceptual Framework of the Study*



#### 5. Methodology

##### 5.1. Research Approach and Type

For this research study, the researcher has decided to employ deductive approach so the study will start from general observation of impact of career development practices on the retention of healthcare professionals such as doctors at healthcare units like public or district hospitals and then ends up at concluding impact of career development on doctors in medical management and wellness of health centers. All of these research philosophies are used on different research topics and different nature of research studies. For example, Positivism research approach is applied when the researcher intends to undertake research on the topic on which research works are already conducted (Ann et al., n.d.; Fitzpatrick et al., 2023) This type of research is carried forward to statistically validate what is already known. Similarly, on the

other hand, Interpretivist research philosophy is used when the investigator intends to undertake research work in the area where there is a huge gap in the literature and the researcher is conducting research in that gap for the first time. Lastly, Pragmatism is not any new research philosophy, but it is an amalgam of both of previously discussed research philosophies (Sija, 2022). In addition to that, another reason for selecting deductive inference is the use of Positivism research philosophy as in most cases, with Positivism philosophy, researchers usually choose deductive approach which is Fall 2021 64597 16 considered as the most suitable approach (Ann et al., n.d.; Sija, 2022). Therefore, the investigator has also opted this line of action to undertake the given study. Type of investigation is also particularly important tool which provides information about the nature of investigation. Researchers classify their investigations as one among three research investigations. These three different types are exploratory investigation, explanatory investigation, and lastly descriptive investigation. In exploratory investigation, the main aim of the researcher is to explore a new theoretical phenomenon (Suprayitno, n.d.) which is not known yet. Similarly, in explanatory investigation the investigator focuses on explaining the details about already established theoretical phenomenon. Thirdly, descriptive investigation is a type of investigation where the researcher describes the characteristics features of already known research phenomenon (Al Kharusi et al., n.d.). Descriptive investigation is least used type of investigation. In the given investigation, the investigator has decided to incorporate explanatory investigation because in this investigation the researcher has tried to explain what ready is known with the help of statistical authentication. There is not new exploration or description of characteristics of already known phenomenon.

## **5.2. Research Design**

In the given research work, the investigator has decided to use quantitative research design. The data was collected in the form of numbers and mathematical figures to satisfy the conditions of the research work been opted. The data was arranged, evaluated, and analyzed with the help of mathematical equations. The reason behind selecting quantitative research design is because the investigator has in view to get to the point information without any irrelevant details which might be obtained during the process of the investigation. Additionally, quantitative data and calculations produce accurate answers with the help of mathematical laws and principles which is the desired intention of the researcher for this investigation.

### 5.3. Research Population

Population of any investigation refers to the group of people which are primary stakeholders of the research undergoing and are directly affected by problem of investigation (Taherdoost, 2016). As this research study is conducted for doctors in medical centers therefore the population of the investigation is decided to be doctors working in healthcare organizations of Karachi. This includes the public or private hospitals, medical clinics, and other healthcare organizations where doctors are employed either on paid house jobs or permanently employed at medical workspaces. These doctors may include regular hospital staff such as professional taskforce, professional teaching doctors, and other relevant taskforce of doctors in medical organization.

### 5.4. Sample Size and Sampling Technique

The population of any research study is a massive number of people, and it is not possible for the investigator to conduct survey from all of the people comprising that population, therefore, a limited number of people are selected from entire population which is known as *sample or sample size* (Suprpto et al., 2023) The sample usually represents entire population which is selected for the research work (Suprayitno, n.d.) In the given research 200 members among the population are chosen as a sample of investigation through non-probability random sampling technique method. In this study the sampling technique that is used is convenient sampling mode because it is reliant upon the availability of participants, doctors, from different hospitals and healthcare institutions of Karachi.

### 5.5. Research Instrument

Research instrument is a vital and decisive factor in any investigation process. Research instruments allude to the equipment or tool which is used for the purpose of collecting data for the sampling (Al Kharusi et al., n.d.) There are many types of research instruments, and the choice of research instrument is mainly dependent on which type of research study is undertaken by the researcher (Ann et al., n.d.; Hosen et al., 2024) For example, in quantitative research designs the researchers use survey questionnaire while in qualitative research design the researchers use interview questionnaire. In this research, the investigator has decided to use survey questionnaire on *Likert scale*. A detailed questionnaire containing 20 questions is being

designed to collect data from the participants of this research study. The questionnaire is given to the participants who are doctors for this study through email and are received back with the help of internet. The questionnaire is not distributed by hand due to two main reasons. First the investigator has avoided to meet in person with such a significant sample size of the investigation. Secondly the researcher prefers to go paperless, a tiny effort towards pollution free and green environment. Additionally, circulating questionnaire through internet and receiving the same has saved a great deal of time and energy which is utilized on other aspects of investigation along with the safety against Covid virus which has again reached a dangerous level in Karachi.

**Table 1:** *Summary of Research Instrument*

<b>Variable</b>	<b>Authors / Source</b>	<b>No. of items</b>	<b>Scale</b>
Work environment	Bibi, Pangil, Johanim, Ahmad (2017)	05	1-5
Promotion	Bibi, Pangil, Johanim, Ahmad (2017)	05	1-5
Training	Wane (2013)	05	1-5
Employee Retention	Wane (2013)	05	1-5

## **5.6.Data Collection**

Data collection method plays essential role in any research methodology. Based on this research method, larger number of other research tools and techniques depends. Besides that, implications for future research also depends on this research tool. There are two considerable types of data collection techniques which are known as primary approach of data collection and secondary approach of data collection (Woiceshyn & Daellenbach, 2018). The difference between both approaches is based on sources which are used for collecting data in these approaches. For instance, in primary approach of data collection, data is collected from primary sources which are participants of investigation of the study (Beer & Faulkner, 2014). In this data collection approach, data is collected by the investigator itself, so the probability of data exploitation is also lesser as compared to secondary approach of data collection. Further, the data which is collected through primary approach is clear, up to date and is especially collected

for the use in investigation purpose. In contrast, in secondary data collection, the researcher gathers information from previously held research articles, research papers, research studies, research journals, annual reports of organizations or official websites of organizations, or any other authentic sources such as news channels and news agencies about the topic under discussion (Neelankavil, 2015). According to an investigation about the utilization of both approaches, the secondary data is not as authentic as primary data is and it is not produced especially for the purpose of undertaking research. Therefore, this type of data is not as accurate and reliable as primary data is and there are quite chances of data handling issues at the hands of person who has collected the data at first place. Additionally, such type of data is superseded, overtaken, and is outmoded.

### **5.7.Data Analyses Method**

Data evaluation approach is a method which is used to research the received facts (Smith & Firth, 2011). Data evaluation approach play crucial function in research methodology. Different studies designs use extraordinary facts evaluation categories. For example, in quantitative research, the investigators use *E-views*, *SPSS* and different software program equipment to statistically validate the facts, maximum not unusual place strategies are correlation and regression methods. Similarly, in qualitative investigations the maximum not unusual place approach of facts evaluation is thematic evaluation. As far as secondary studies investigations are concerned, content material assessment is the most common approach of facts evaluation. In this investigation, the investigator has determined to apply *SPSS* facts evaluation software program utility and correlation and regression methodology to research the facts and acquire outcomes.

### **5.8.Ethical Considerations**

Ethical considerations are especially important part of any investigation which represents the standards which the investigator has observed while undertaking entire research work (Connelly, 2014). Without considering ethical standards, the research is not considered as authentic and that is the reason the investigator has ensured to obey all the standards of ethics appropriate to the primary research work. For instance, the researcher has ensured that participation of the respondents is nor based on compulsion, and it is completely voluntarily. Secondly, the participants of the study are not forced to answer each question of the

questionnaire, but they are allowed to skip the question if they choose not to answer. Similarly, participants can leave the study whenever they consider it suitable without giving any reason. The personal information of the participants will be kept confidential and will not be disclosed to anyone. Moreover, the data that will be collected from the participants will be stored in password encrypted hard drive which will be substantially possessed by the investigator itself. Furthermore, the researcher has also ensured that entire work is the work of her own. She has not got any help from any other person except for the supervisor appointed to her. The statements and quotations which are used in the investigation and belongs to any other author are properly referenced and credits to the authors are given in the form of proper in-text citations and putting reference in the list of bibliography. The investigator has additionally ensured that whole research record is free from plagiarism.

## 6. Results

### Respondent Profile

**Table 2: Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	109	54.5	54.5	54.5
	Male	91	45.5	45.5	100.00
	Total	200	100	100	

Speaking of the age of the participants, however, upon receiving the data it is discovered that 43.5 percent of the participants are of age group 31 to 45 years, 42.0 percent of the participants are of the age group 22 to 30 years. Similarly, 13% is classified in the category of 46 to 60 years' age group. Also, the number of participants below the age group of above 61 was low.

**Table 3: Age**

	Frequency	Percent	Valid Percent	Cumulative percent
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<b>Valid</b>	<b>22 to 30</b>	84	42.00	42.00	42.00
	<b>31 to 45</b>	87	43.50	43.50	85.50
	<b>46 to 60</b>	26	13.00	13.00	98.50
	<b>61 and above</b>	3	1.50	1.50	100.00
<b>Total</b>		200	100.00	100.0	

### Reliability Analyses

Reliability analysis is the instrument that is utilized to assess the inner stability and the solidity of the questionnaire and the topic of the variables. The effect of Cronbach alpha and value of greater than 0.6 can be used to measure the reliability of the questionnaire.

**Table 4: Reliability Statistics**

<b>Sr. no.</b>	<b>Variables</b>	<b>Cronbach Alpha</b>	<b>Items</b>
<b>1.</b>	Work environment	0.79	5
<b>2.</b>	Promotion	0.86	5
<b>3.</b>	Training	0.83	5
<b>4.</b>	Retention of Doctors	0.87	5

### Correlation

The correlation between independent variables that are work environment, promotion and training in this research study and the dependent variable that is retention of doctors is 0.00 that indicates that the career development practices do have a strong correlation with the retention of healthcare professionals (Doctors).

**Table 5: Correlations**

	<b>WE</b>	<b>P</b>	<b>T</b>
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WE	Pearson Correlation	1.00	.632**	.643**
	Sig. (2-Tailed)	-	.000	.000
	N	200	200	200
P	Pearson Correlation	.633**	1.00	.798**
	Sig. (2-Tailed)	.000		.000
	N	200	200	200
T	Pearson Correlation	.623**	.798**	1.00
	Sig. (2-Tailed)	.000	.000	.000
	N	200	200	200

\*\* Correlation is significant at the 0.01 level (2-Tailed)

### 6.1. Regression Analysis

The method of statistic that is applied in identifying the relationship of the variables used in the study is regression analysis. Through this tool the investigator will be in a position to discover the difference that occurs in the dependent variable due to existence of independent variable. The regression analysis is made up of three tables i.e., model summary table, ANOVA table and Coefficient table.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1.	.654	.598	.543	.7075

The table above shows the value of the R that is contained in the table as 0.598 denotes that the variation expressed by the independent variables of the study in the dependent variable is 59.8%. The model summary values are in favor of the research and indicate that research model is substantially fit to be used in future research.

**Table 7: ANOVA**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1.</b>					
Regression	65.56	1	65.56	131.21	.000
Residual	98.09	196	.500		
Total	163.65	198			

Competently fitness of model should be 2 and 0.05 or less value of F. The value of sig in the given table above is less than 0.05. It means the importance of the research model. The acceptable value of T is greater than 2 and acceptable value of sig is less than 0.05. In above table, it is observed that career development practices have positively and significantly influenced the retention of doctors as the beta value is positive and less than 0.05 is the sig value.

**Table 8: Co-Efficient Test**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>		<b>T</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>T</b>		
(Constant)	.661	.147			4.468	0.000
<b>a.</b> Retention of Doctors (RD)	0.651	0.1029	0.1032		7.287	.000
<b>b.</b> Work Environment (WE)	0.586	0.3415	0.1427		3.427	.000

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<b>c.</b>	Promotions (P)	0.443	0.2169	0.1176	4.626	.000
<b>d.</b>	Training (T)	.703	.061	0.631	12.410	.000

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Dependent Variable: Retention of doctors

## 7. Summary of Hypothesis

The research hypothesis developed to support this research work was that the career development practices could impact the retention of doctors in medical institutions. The findings of the survey that has been conducted show that the outcome of the hypothesis is acceptable based on all the instruments and methods of measuring results that have been implemented.

**Table 9: Summary of Hypotheses Testing**

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<b>Hypothesis</b>	<b>Result</b>
H1 Work environment has a significant impact on the retention of healthcare professionals	Accepted
H2 Promotion has a significant impact on the retention of healthcare professionals	Accepted
H3 Training has a significant impact on the retention of healthcare professionals	Accepted

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### 7.1. Discussion

The career development training of the doctors in the medical unit are mandatory figures that are usually supervised because of lack of teaching staff or even training staff. The most significant obstacle that is perceived by the doctor in regard to career advancement is Lack of training policy at different levels in medicine. Lack of appropriate hospital infrastructure is another major challenge to doctors. Similar results of poor hospital working infrastructure were established by doctors working in Karachi medical centers. They stated that health workforce motivation and career development at hospitals were dependent on logistics, availability of drugs and hospital infrastructure. The other constraints chosen during the current research are contract work, ineffective hospital management, and low salaries of doctors. These are hospital-wide administration policy matters, which either are state-run and are regarded as a state-owned medical facility or are privately-run medical units. Similar issues have been raised in previous studies in hospitals that found that medical organization policies, practices, and administration are major source of dissatisfaction by medical officers in the health organization. In a contractual work, advancement and advancement do not exist. The doctors have worked over a decade on contract and their wages are fixed as well as during variable hours of work and shifts and are also lower than those of their counterparts in the Karachi hospitals. The large number of assigned doctors is a threat to the sustainability of the hospital work force. Other studies have established that low compensation is also a demoralizing factor to health care workers in hospitals. Research by Soeters and Griffiths has attention centered on the fact that performance based financial incentives on health staff resulted to better health services and higher productivity in the health sector where they are provided with some chance towards promotions as well. Present study also proposed such performance related incentives among doctors.

The Career development practices should be started at the very initial stage of doctors, when their medical training resume right after their medical education. This employment of practices creates and brings onboard the retention of healthcare professionals, mainly doctors here, which leads them to attain the incentives of their responsibility, perks of promotion at workplace and understand the medical unit environment as well. This significantly assist the medical economy of the city to upscale and more doctors are trained to enter the medical world in due time.

Over the past few years the role of motivated human aid in the medical field has gained recognition amongst the policymakers within the international medical organizations. The employment of the National Rural Health Mission (NRHM) under the contractual agreement is gradually becoming linked to more challenges and miseries in the country. Re-signing of doctor contracts, unsatisfactory service terms and remuneration increments, high turnover rate, unwillingness to subject them to further skill based entirely education and failure to have an effective and backward hierarchy between contractual and permanent employees are only some of the problems as reported by doctors in Karachi Health Centers. The failure to focus on doctor career development in the health sector due to the government disinterest in the same. The government is interested in more macroeconomic matters like health-care spending and number of workforce than micro-level focus of human resource (HR) which are predominantly doctors, practices of human resource development.

## **7.2. Recommendations**

Based on the outcomes of this research study, the investigator has suggested few recommendations to the healthcare professionals and especially doctors who have been the main target for this whole research work. Although work stress is one of the factors which is present in every healthcare providing unit, the policy makers and senior management of healthcare organizations should realize the fact that increased level of health issues and their direct impact on mental and physical health of doctors. This means that higher is the career development training been done in regards of medical individuals, doctors, the higher will be their accurate productivity. Therefore, career development units at different levels of organizations must take initiatives to increase the training from higher to middle and lower, all sections of medical education institutions.

Career development should also be done in a certain way that provide the doctors with the validation of calibrating work to fit their abilities and aspirations. They must provide them with social support that builds their right productive energy. Consequentially, it will enhance autonomy, giving doctor's stress-reducing control over what, when, where, and how of work and their shifts in day and nighttime. Such departments also ensure that intrinsic and extrinsic rewards are commensurate with doctors' perceived contributions. The reason is that they

sacrifice whole of their physical and mental energy along with their wellbeing for the betterment of the healthcare units and in return, they deserve to receive validations and reassurance.

Career development centers for doctors should make sure that all their experts for this particular field have practices purely based on merit and doctors' performance, that can be taken into consideration after trials of teaching and giving sessions to healthcare professionals, mainly doctors. Transparent and clear justification should be given to the medical individuals for choosing any peculiar domain for medical practices so that other medical employees also become aware about the reason of someone's achievement.

Healthcare organizations must ensure transparency and accountability in its routine practices so that doctors who are working either as paid internees or full-time job participants become assure about how nursing and therapeutic organizations work and how decisions are made along while carrying the legacy of doctrine department.

### **7.3.Limitations**

The research for this topic is managed with the help of primary quantitative research design therefore for future research work on this topic or relatable topics, same research method can be undertaken with the help of primary qualitative research design and interviews instead of survey will be conducted to gather data from the participants who will be doctors and other healthcare professionals.

Further, this research is specifically conducted in the geographical location of the city of Karachi, however, in future same research could be conducted in any other geographical location of Pakistan or at any other region of the world. It will increase the result for conclusion and interpretation of similar topics. Lastly, the researcher of this work has conducted this investigation in healthcare service providing industry which makes this research industry specific as the targeted audience was healthcare professionals and narrowing down the pipe, it is doctors who were the focus point for this research work. It is the only one limitation that cannot be applied for broad aspect of healthcare professionals, but can be applied for other outlook of this field such as dentists, therapists, pathologists etc.

### **7.4.Conclusion**

The given research study is conducted in the topic to look into the impact of career development on the retention of healthcare professionals and this research includes the professionals at medical workspace especially doctors. This study is conducted in the region of Karachi and on the healthcare, industry including hospitals, clinics, and healthcare centers. The researcher has found out that there is a significant impact of career development and its training sessions on the retention of doctors in their workspace such as health centers. While workplace politics also plays its role and has a significant impact on the doctor's commitment level for their duties at shifts. For instance, it is found out that career development trainings or sessions at alternate periods help in the retention and motivation elevation in doctors, ultimately, they become more enthusiastic towards their duties and their role in the society as a whole healthcare unit for people. Additionally, the level of job stress and lack of concentration of work while performing duties at night shifts in place of other doctors also play great deal of role in affecting their performance attitude. Therefore, the outcomes of the given research study have proven the fact that career development have an impact on outcomes at individual level as well as on the collective unit of other healthcare professionals as well.

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