

BEYOND PAY CHECKS: EXPLORING THE ROLE OF COMPENSATION, CAREER GROWTH, AND RECOGNITION IN STRENGTHENING EMPLOYEE RETENTION

Arunim Prakash Shrivastava, Khushi A Reddy

3rd Year BBA Students

Dr. N Gopinathan, Associate Professor

School of Business, RV University, Bengaluru, Karnataka, India

Abstract

Employee turnover remains one of the most terrible problems that every organization is struggling with, which leads to a high amount of costs and the disruption of the organization's operations. This article reflects on the issues of compensation, career development opportunities, and recognition practices that influence employee retention in a rapidly changing working environment. Moreover, competitive compensation is still a major factor, but a few retention strategies that are emerging nowadays revolve around the employee experience, thereby building employee trust and long-term commitment.

This study utilized a quantitative description analysis design along with a cross-sectional study design. Primary data from 210 employees were collected using a standardized research tool in a form of a questionnaire which was distributed through Google Forms. The data was evaluated using a five-point Likert scale in order to find the differences in age, gender, work experience, and type of the organization.

In summary, at the beginning stage, paying employees adequately is what attracts them, but with time, their engagement will depend on whether they see the potential for growth and get recognized for their contribution.

The research features a systematic, percentage-based scoring method through which recognition, career advancement, and compensation can be compared on a standard scale. Moreover, it identifies how different groups of the workforce prioritize retention issues by detailed demographic segmentation and cross-category analysis, a topic that is only slightly acknowledged in the existing literature.

Key Words: Employee Retention, Compensation, Career Growth, Recognition.

Introduction

Background

Retaining great employees has joined the ranks of the most difficult and most critical priorities for contemporary organizations. With a competitive labor market today, companies from all industries find it challenging to have a stable and engaged workforce. High turnover rates not

only contribute to higher costs of recruitment and training new hires but also disrupt business operations, decrease morale among existing teams, and dilute organizational expertise. Due to such challenges, most companies are reconsidering the conventional approaches they attempt to maintain employees—approaches that have traditionally centered almost exclusively on monetary compensation.

While appealing compensation is an essential factor in attracting and retaining employees, it no longer buys loyalty. Recent management research highlights that today's workforces are significantly concerned with individual development, increased career advancement, and appreciation of their work. The success determined by the workforce is from this shift: employees wish for something more than a salary; they want meaning, recognition, and development in their job. Yet, most organizations continue to depend on pay based incentives rather than motivational influence of non-monetary aspects.

Research Gap

The widening gap between what organizations deliver and employees wish for brings an important question of: how far do non-monetary factors influence an employee's choice to stay? Though past studies have addressed the way salary points connect to turnover, fewer research has been conducted on how pay, career development, and appreciation interrelate with one another to affect retention. Getting a better knowledge of these changes is critical for planning comprehensive retention strategies that balance external incentives and internal drivers.

Objectives

The purpose of this research is to discover how recognition, career advancement, and compensation meet in determining employee's desire to continue in an organization. By surveying employees, the study determines which of these has the most effect on long-term commitment. The findings are designed to support human-resource practitioners in forming retention strategies that reach beyond pay growths and create true commitment among employees.

Literature Review

Employee retention has come out to be a main issue in HR Management, revealing organization's continuing efforts in maintaining employees proficient and motivated. Recent studies show that employee's decisions to stay with or leave an organization are not determined only by compensation, but by group of other factors such as career growth opportunities, recognition, and satisfaction with the work environment.

Influence of Compensation on Retention

Compensation remains to be a vital aspect of retention strategies, serving as both a tangible and symbolic appearance of an organization's value for its employees. According to Hendrayanti and Larassati (2024), financial rewards – including salaries, incentives, and other benefits – apply a robust optimistic influence on employee retention, with timely and performance-linked payments attracting fairness and motivation of employees. Similarly, Ashari et al. (2020) affirmed that competitive pay structures not only improve employee's financial needs but also reinforce their commitment by fostering job satisfaction.

The concept of fair remuneration motivates employees to maintain loyalty aligning with the Job Characteristics and Motivation Theories, which highlights the importance of both extrinsic and intrinsic rewards. When the system of compensation lacks transparency or fail to reflect employee's contributions, they can lead to dissatisfaction and raise to turnover intentions. Likewise, equitable and performance-based compensation builds trust and boosts long-term organizational attachment.

Addison, Ozturk, and Wang (2014) approached the subject from a gender and career-development perspective, their findings reveal the importance of compensation equity. Their research disclosed that while female employees often experience similar or even higher promotion rates later in their careers, salary growth following promotion tends to favor men – specifically in mid- and late-career stages. These discrepancies suggest that beyond the existence of promotions, the value and financial recognition attached to them are vital to sustaining retention.

Career Growth and Development Opportunities

Career advancement opportunities create one of the most commanding intrinsic motivators influencing employee loyalty. The experiential evidence by Hendrayanti and Larassati (2024) proved that employees who notice clear career paths are more likely to continue committed to their organizations. Training, career development, and development opportunities were found to improve employee's sense of development and job satisfaction.

Addison et al. (2014) additionally underlined the long-term career dimension by signifying that promotion probabilities and their financial returns differ across career stages and educational levels. Less-educated women, for instance, stated higher promotion advances later in their careers, while highly educated women experienced slower wage growth in spite of similar promotion rates. This highlights the need for organizations to adapt development programs and opportunities according to varied employee backgrounds to adopt equitable and justified retention.

Recognition and Job Satisfaction as Mediators

Formal and informal recognition acts as an important connection between employee achievement and organizational commitment. Ashari et al. (2020) found that job satisfaction mediates the relationship between compensation, organizational commitment, work environment, and retention. Employees who sense appreciated through feedback, promotion, or public acknowledgment demonstrate stronger emotional attachment and lesser intent of turnover.

Hendrayanti and Larassati (2024) also reported that job satisfaction improves retention, working as the expressive outcome of fair compensation and meaningful career advancement. Recognition can be financial rewards, public acknowledgment, empowerment, or opportunities. Altogether, they satisfy the higher-order psychological needs for esteem and belonging, reinforcing employee's loyalty even in competitive labor markets.

Work Design and Environmental Factors

Work design and the overall environment shapes employee's satisfaction and willingness to stay. Polokwane's (2019) study on career management practices demonstrated that different factors influence retention levels. Employees who find their work meaningful and motivating are more involved and less likely to leave.

Furthermore, well-organized jobs lead to increased satisfaction and performance. These findings resonate the Job Characteristics Model proposed by Hackman and Oldham (1976), which speculates that autonomy, task significance, and feedback endorse internal motivation and retention. Ashari et al. (2020) also fortifies that a supportive environment, surrounding with both physical conditions and interpersonal relations, nurtures satisfaction and strengthens commitment.

Gender and Diversity Dimensions

Addison et al. (2014) provide crucial understandings of how gender dynamics meet with promotion, pay, and retention. Though women's promotion rates progress with tenure, inequalities in wage returns remain marked – predominantly among highly educated females in the private sector. Strategies for retention implies the necessity of flexible work arrangements, friendly policies, and faster career advancement criteria that mitigate gender-related drawbacks.

Integrated Perspective on Retention

Collectively, all the studies affirm that employee retention is a multidimensional phenomenon formed by interconnected financial, development, and psychosocial factors. Compensation sets the economic foundation of retention, whereas career development and recognition encourage

intrinsic motivation and engagement. Job satisfaction serves as the psychological mediator that changes the organizational practices into commitment.

Thus, effective retention strategies demand complete approach – balancing pay equity, developmental opportunities, and work environments. Organizations that follow these components with individual objectives are better positioned to minimize turnover, increase morale, and strengthen long-lasting performance results.

Methodology

I. Research Design

This paper, by using a form of quantitative descriptive research in order to uncover employee's view of how financially manipulated, acknowledged and professionally grown their colleagues are and what impact this has on whether they choose to remain within the company. Data were collected using an organized questionnaire with a five-point Likert scale (1 = not positive to 5 = very positive). Scores from the questionnaire were coded and analyzed to give an objective picture of critical aspects in retention.

This research is cross-sectional, based on a formatted Google Form for collecting required data at one point in time. Such an approach is suitable for the purpose of revealing existing patterns or relationships among factors (variables) without influencing the behavior of a respondent. This descriptive research gives the researcher an insight of what most drives retention in work and describing and interpreting it just as being as it is in terms of the employee's feelings.

II. Population and Sampling

Research population: The study population for this research incorporates staff from varied sectors and disparate organization locations.

Sampling methodology: Study participants will be sampled through non-probability convenience approach i.e., by identifying, recruiting and involving all those who are available and consent to participate in the study.

The total number of valid answers provided is 210. As this is a cross-sectional study, all answers recorded are hence provided during this approximately month-long period of data gathering.

III. Research Instruments

The data for the current study were collected using systematically organized Google Forms survey. The total form was designed to collect detailed information on four priority sections of the research:

- a) **Demographic Information:** This included the demographic questions about age, sex, years since first job experience and type of industry or sector.
- b) **Salary and Monetary Incentives:** The queries in this section of the survey were used to inquire about the satisfaction level among employees with their financial remuneration, such as salaries, bonuses and any other type of monetary rewards.
- c) **Career Growth and Promotions:** Here it's about advancement opportunities within the career, is this person getting into any promotion programs customers may have; and of course, the perception this person has about fairness of a promotion.
- d) **Recognition, Credit and Awards:** Assessed how respondents perceived the fairness, recognition and appreciation of performance recognition.

All the questions were rated on a five-point Likert scale, with 1 representing the least favorable and 5 the most favorable response. Additionally, there was an open-ended question for qualitative suggestions for the better retention of employees.

Moreover, two categorical questions were introduced to know more deeply the different aspects of the respondent's preferences:

- What kind of recognition makes you most enthusiastic? (The options include verbal forms of appreciation, awards and certificates, monetary rewards, promotions, and public recognition.)
- In your opinion, what would be the single most important reason for a person to stay in a company? (Choices: Pay, Professional Development, Acknowledgment, Work-Life Harmony, Corporate Culture, Other).

Analysis of responses to these classified items was conducted using frequency and percentage distribution. Results were presented by plain bar charts.

A small sample was pilot tested to determine whether the questions were easily understood, personally applicable and interpretable. The responses provided in the pilot phase were used to modify the wording of the questions and increase the validity and reliability of instrument.

IV. Data Collection Procedure

In order to attain an extensive spread of the survey different occupations and also to allow respondents from various sectors of the economy to answer at their convenient time, the survey was shared online, via email, and via WhatsApp, among other methods.

As a reward for their participation, respondents were assured of data security and confidentiality. Hence, no data that could have identified them were gathered. The data utilized are cross-sectional; they were collected only once for the month in question.

V. Data Processing and Scoring

First, the data were collected from Google Forms and cleaned and analyzed in Google Sheets. Responses were coded numerically on a 1–5 scale, with 5 denoting the strongest potential reaction and 1 denoting the weakest one.

Maximum scores were assigned to every section depending on the number of questions involved:

- Salary and Monetary Incentives – 35 points
- Career Growth and Promotions – 20 points
- Recognition, Credit and Awards – 10 points

The scores for each response were added up and then normalized to the percentage of the maximum possible score. This made it possible to compare the ratings given to different demographic groups and between sections. This normalizing method can reveal and interpret differences in a single scale. The data went through rigorous validation, and hence, the removal of untrustworthy entries was done before any analysis.

VI. Data Analysis

All data analysis was accomplished in Google Sheets using descriptive and comparative statistical methods.

a. Descriptive Analysis

For every question and instance, we computed the basic statistics that helped us identify the levels of employee motivation and satisfaction in general. Among these were the percentage distributions, mean scores, and frequencies.

b. Segmented Analysis

Different demographic variables were used to analyze the provided dataset concerning the age, gender, work experience, and organization type of the respondents. Mean scores for each subgroup were determined through

AVERAGEIFS and COUNTIFS functions. Therefore, comparisons between and within demographic groups were made possible.

c. Cross-Category Analysis

In order to obtain more in-depth insights, five major cross-tabulations were done:

- i. **Gender × Age:** Illustrates the differing retention criteria that resound with men and women of various ages. It reveals differences in workplace priorities of male and female employees of different generations.
- ii. **Gender × Work Experience:** It characterizes the influence of male and female employee's career progression on various reasons for working. It is insightful to recognize gender differences between the retention of the first and the senior.
- iii. **Gender × Industrial Sector Type:** Demonstrates how men and women compare in different types of industries. This indicates whether gender-specific retention patterns are typical of all kinds of industries or only a few.
- iv. **Age × Industrial Sector Type:** This indicates how different age groups in various industries perceive their jobs. It is useful in finding out whether older workers in certain businesses have been moved to a stage of stabilization and the development focus might be on younger workers.
- v. **Work Experience × Industrial Sector Type:** Gives information about the connection between industry and years of service. It throws light on whether employees long service in an industry are energized by such things as recognition, promotion, or money.

The percentage figures within each cross-tabulation of compensation, growth, and recognition displayed the change in employee's focus when different demographic characteristics were combined.

d. Visualization and Interpretation

Grouped bar charts facilitated the comparison of patterns that indicated the demographic intersections that are more or less satisfied with each topic.

e. Qualitative Analysis

To understand the open-ended responses, thematic categorization was employed; the suggestions were classed under frequently occurring ideas like “better pay”, “recognition programs”, and “training opportunities”.

VII. Ethical Consideration

The study strictly adhered to ethical research standards. Participation was voluntary, and respondents provided informed consent prior to completing the questionnaire. Data collection-maintained anonymity and personal confidentiality, and no identifying information was disclosed at any stage. All collected data are used solely for academic purposes, ensuring respect for participant privacy and ethical integrity of the study.

Results and Discussion

Introduction to the Section

The present section reflects and interprets the results of the study that was conducted to find out the factors that most influence employee retention is to say, among which three, compensation, career growth, and recognition were the most important. The findings have been divided into four major segments: Demographic Data, Single Analysis Data, Cross Analysis Data, and Reformatory Analysis Data. Every segment refers to the trends which were observed in the data collected, and then there is a summary that discusses their contribution to the understanding of employee motivation and retention behavior.

Presentation of Data

- **Demographic Data**

- a. Age Composition of the Study**

Age Composition of The Study

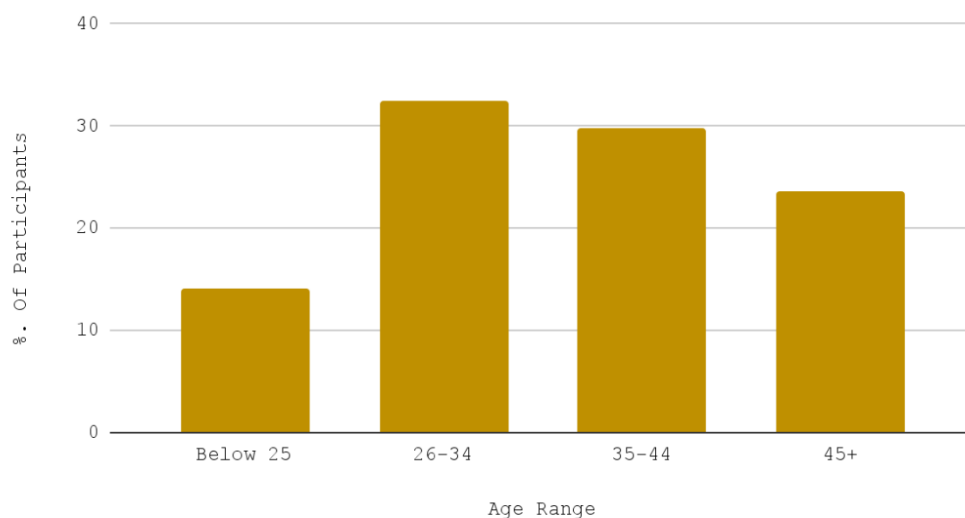


Figure 1. Age-wise distribution of respondents

Most of the respondents are in the age group of 26–34 years (32.46%), then the group of 35–44 years (29.82%), and 45 years and above (23.68%), while there are only 14.04% of people under 25. Such a distribution of the sample shows that the majority of the participants are likely to be in their mid-career and probably combine the need for growth and stability in their careers.

b. Gender Composition of the Study

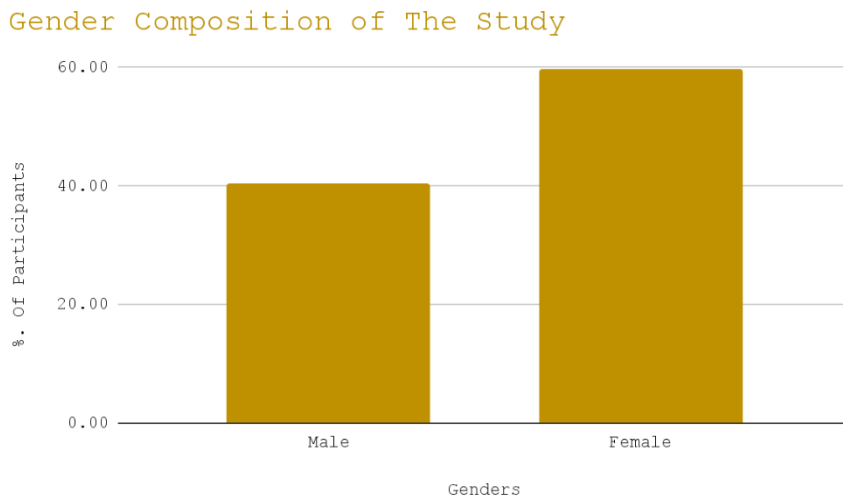


Figure 2. Gender composition of the study

Among the total respondents, 59.65% are females, and 40.35% are males. That means the sample is slightly more representative of women than men. Such a balance provides equal opportunities for analyzing gender-based differences in terms of workplace perceptions and motivations.

c. Work Experience Composition of the Study

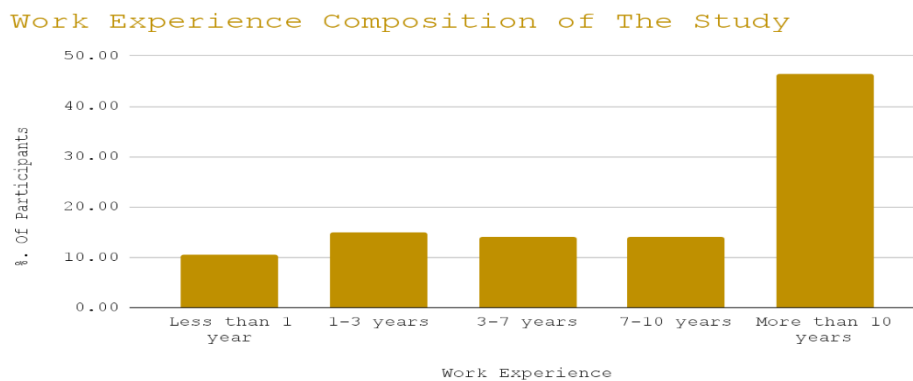


Figure 3. Work experience distribution

Almost 46.49% of the respondents indicated that they have more than ten years of experience, which means that most of them are highly experienced professionals. The number of people with 1–3 years (14.91%), 3–7 years (14.04%), 7–10 years (14.04%), and less than 1 year (10.53%) of experience is not very large. However, such a blend of different career stages provides an opportunity to gather a wider range of insights.

d. Industrial Sector Composition of the Study

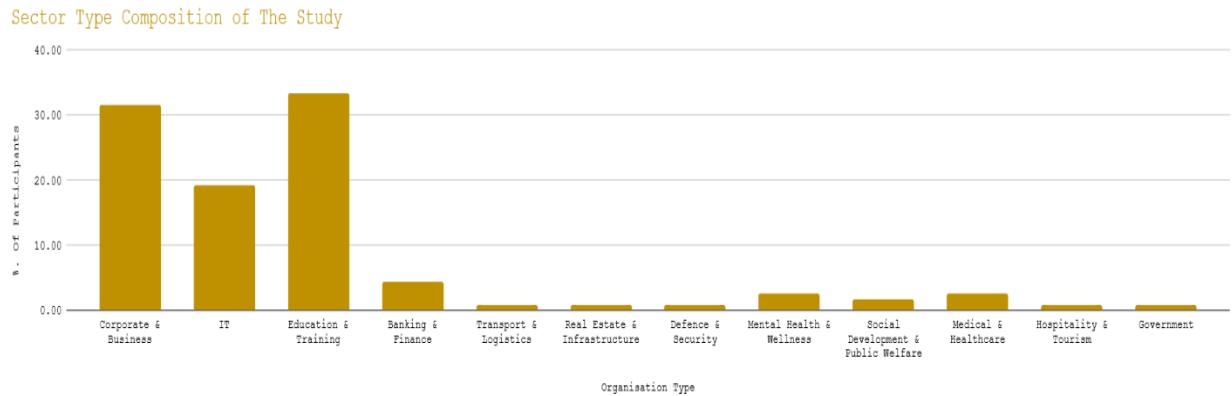


Figure 4. Industrial sector composition

Most of the respondents come from the Education & Training (33.33%), Corporate & Business (31.58%), and IT (19.30%) sectors. The people from Banking & Finance (4.39%), Mental Health & Wellness (2.63%), Medical & Healthcare (2.63%) sectors, and some other niche areas are fewer. This composition suggests that the majority of the responses come from knowledge-driven and service-oriented sectors.

Summary of Demographic Data

Overall, the detailed demographic profile reveals, in essence, a workforce of primarily mid-career professionals from the education, corporate, and IT sectors, with an almost equal number of males and females and different levels of work experience. Such a diverse sample is an advantage concerning the study's ability to unveil the impact of career stage and industry retention drivers.

▪ Single Analysis Data

a. The Priority according to the Age Group

The Priority According to Age Group

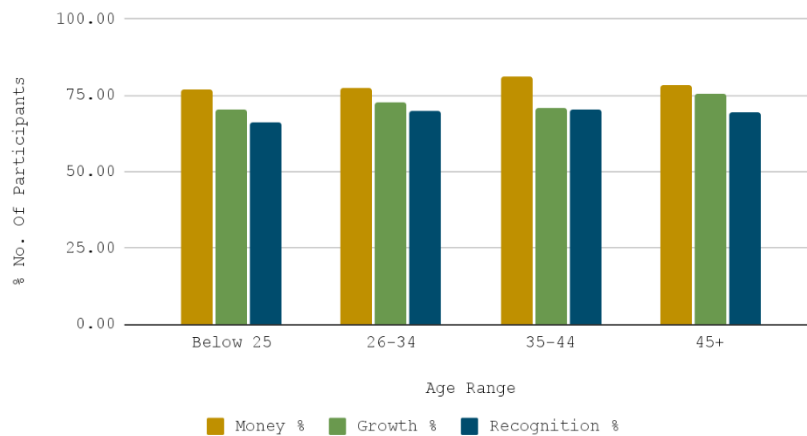


Figure 5. Retention factor priorities across age groups

Employee perceptions of the company slightly vary in different age groups. Younger employees (below 25) are more likely to put the financial aspects of the job at the center of their attention; however, those aged 26-34 are more inclined to growth opportunities. Older employees (45+) pay attention to stability and recognition more than anyone else, which could mean that their focus has changed from career advancement to long-term satisfaction.

b. The Priority according to the Gender Group

The Priority According to The Gender Group

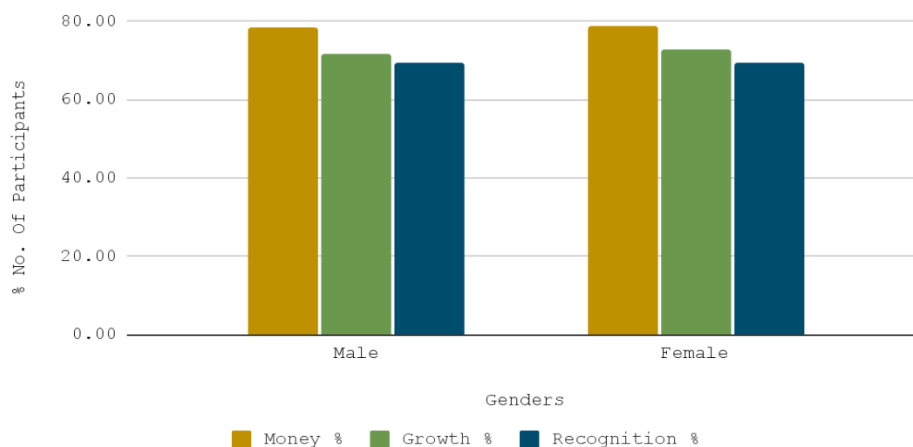


Figure 6. Retention factor priorities across gender groups

Both males and females identified compensation, growth, and recognition as the top three factors, with only slight differences between their scores. Women scored a little bit higher in all three categories than men; thus, it can be inferred that although priorities are in line, women may perceive or value organizational support and growth opportunities to a slightly higher extent than men.

c. The Priority according to the Work Experience

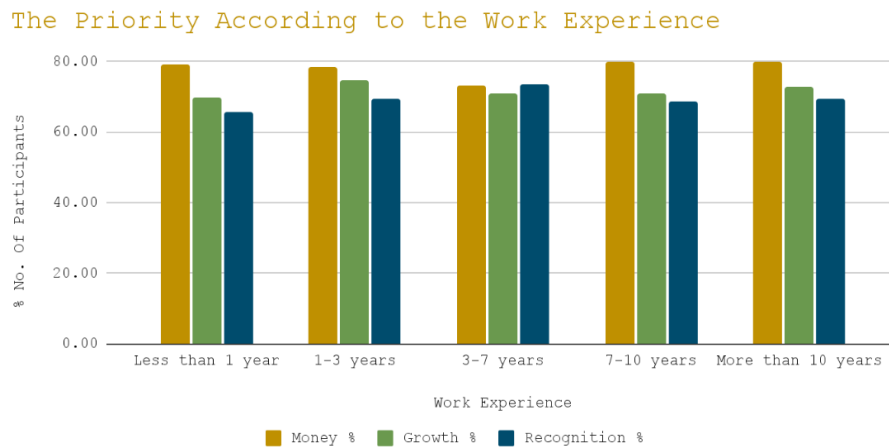


Figure 7. Retention factor priorities based on work experience

Employees holding more than ten years of experience have given the highest rating to money (80%), growth (73.02%), and recognition (69.43%), which is a reflection of their mature understanding of comprehensive rewards. New employees (less than 1 year) have shown very low scores in the recognition area. Which means a need for establishing stronger engagement mechanisms to induct new employees.

d. The Priority according to the Industrial Sectors

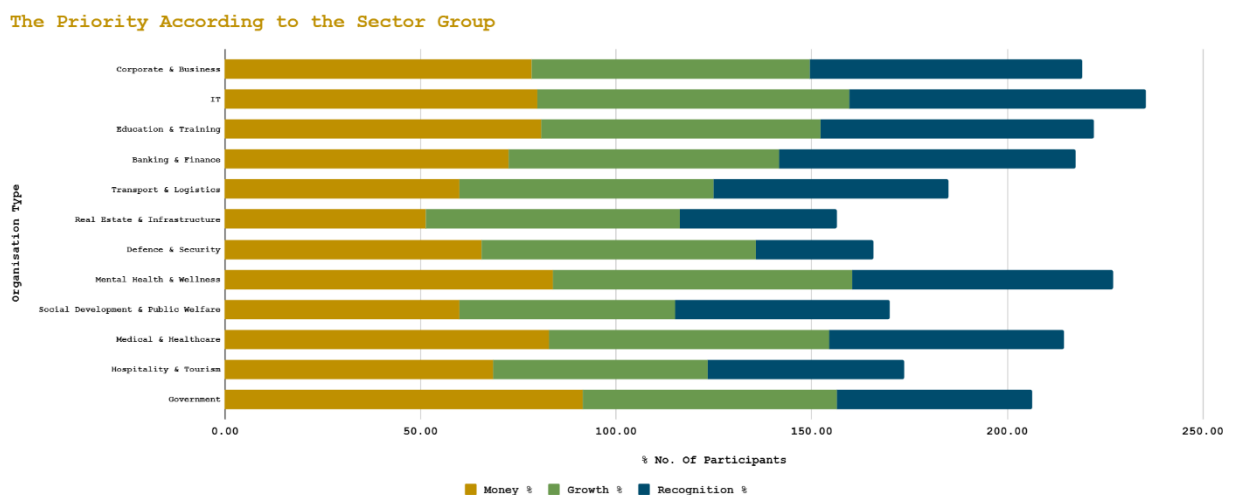


Figure 8. Retention factor priorities across industrial sectors

Professionals from the IT and corporate sectors have been consistent with their high scores for money and growth, which is a good indicator of competitive structures and the potential for promotion. Educators and healthcare workers, on the other hand, placed more value on growth

and recognition than on monetary rewards, thus suggesting that intrinsic motivators may be the dominant ones in service-oriented sectors.

Summary of Single Analysis Data:

The mature employee motivation theory is revealed in the category data, where the factors that influence the motivation of the personnel change from material to spiritual things as the employees develop their experience and grow. The data show that young people are motivated mainly by a good salary and instant rewards, while career progression and being recognized are the most important things for middle and senior-level professionals. Moreover, a company has a significant impact on these preferences; employees in the IT and education sectors are more focused on their growth and getting recognition, while those in the corporate and finance sectors are still predominantly motivated by getting paid. This change emphasizes the need for companies to adjust their retention strategies according to different career stages and the expectations of various industries instead of using the same method all.

- **Cross-Analysis Data**

- a. **The Priorities by Gender & Age**

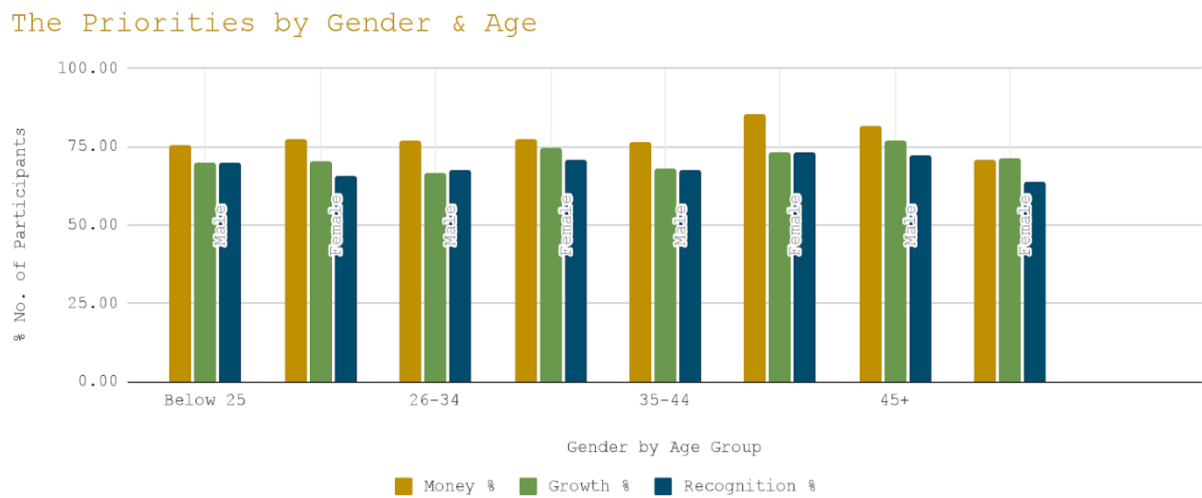


Figure 9. Retention priorities by gender and age group

Considering different age groups, men and women of the 35–44 and 45+ categories showed higher recognition and money scores. This means that with maturity, employees of any gender value acknowledgement and stability. Young women (26–34) had slightly higher growth motivation than men, which may indicate ambition in the early career phases.

b. The Priorities by Work Experience & Gender

The Priorities by Gender & Work Experience



Figure 10. Retention priorities by gender and work experience

Overall, within the experienced category, employees of both genders share almost the same opinions. Nevertheless, women of the early to the middle stage of their career (1–10 years) have raised the growth factor to a significantly higher level, which may imply that for them, the promotion opportunity is a stronger factor of retention. Employees (more than 10 years) of both genders are said to have picked stability and recognition over rapid growth.

c. The Priorities by Industrial Sector Type & Gender

The Priorities by Gender & Sector Type

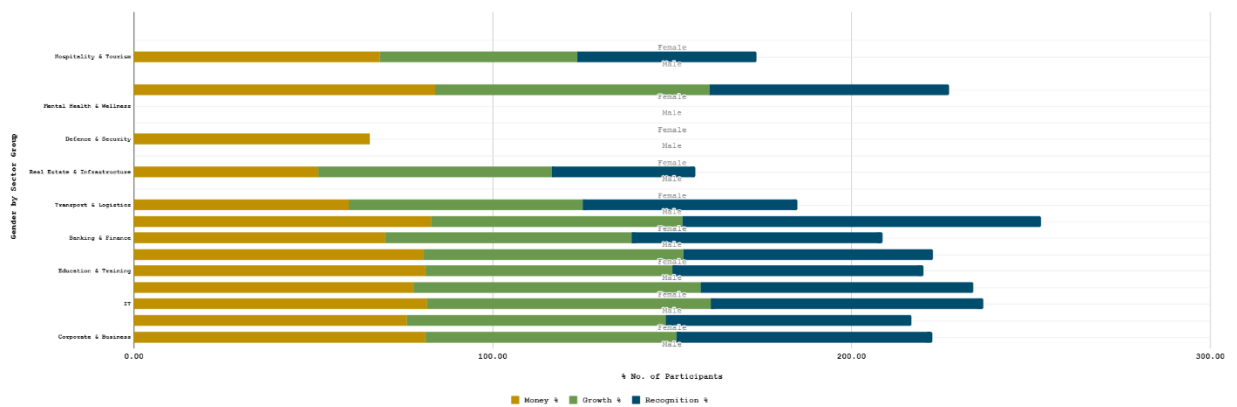


Figure 11. Retention priorities by gender and industrial sector

The difference between male and female respondents in the IT sector is negligible. Both of them consider growth and recognition as the most important. The performance of males and females in the corporate and education sectors, respectively, shows that their scores are very close, which means that genders perceive the same way in terms of motivation. However, small variations in

certain industries could pinpoint that the reliance on sector culture is the source of recognition practice.

d. The Priorities by Age & Industrial Sector Type

The Priorities by Age and Industrial Sector

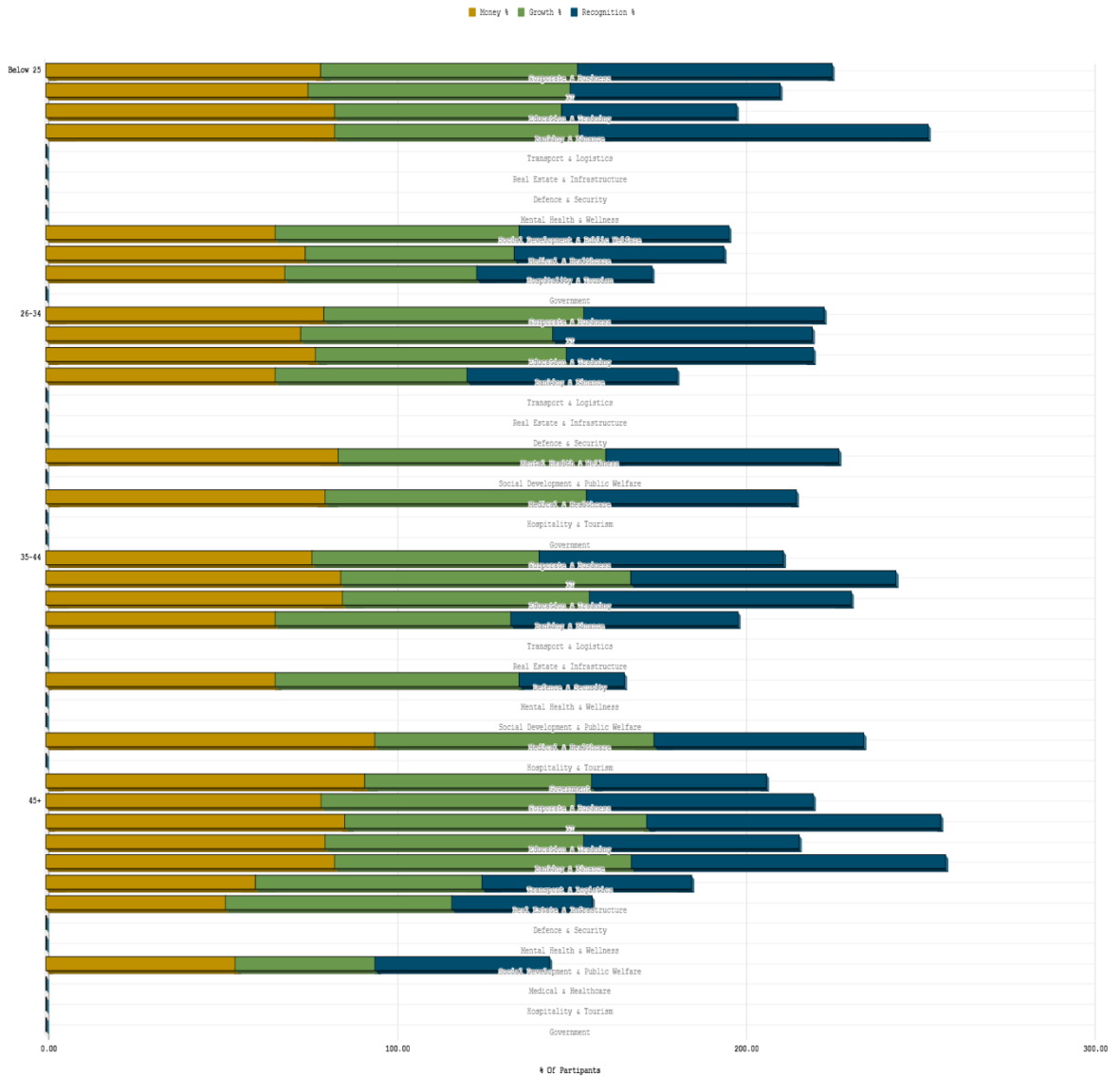


Figure 12. Retention priorities by age group and industrial sector

The young employees from the corporate and IT sectors consider growth and learning as their top priorities, while those from the education and government sectors are more inclined to stability and recognition. The senior (45+) group in IT is the most satisfied in terms of money, growth, and recognition, which is a sign of career fulfillment. Those who have been working in IT and education for a long time are very motivated by all factors, which is an indication that these sectors provide career opportunities that are rewarding in the long term. On the other hand,

young professionals in corporate and finance most of the time talk about monetary rewards and promotion as their next step, thereby showing that they are focused on tangible progress.

e. The Priorities by Work Experience & Industrial Sector Type

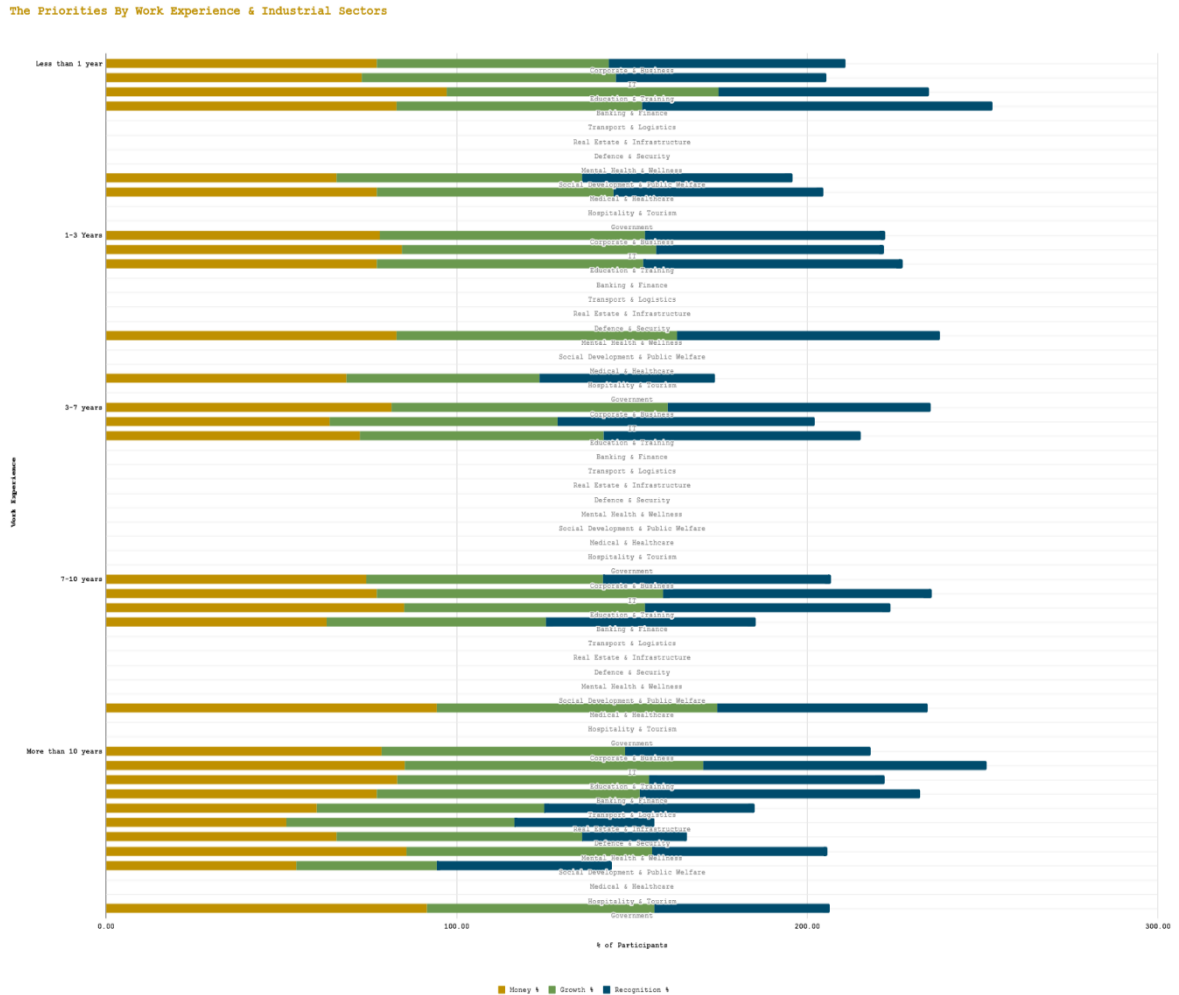


Figure 13. Retention priorities by work experience and industrial sector

Long-term employees mostly in the fields of IT and education have shown that they are highly motivated in all aspects, which leads to the conclusion that these two sectors may be two of the most rewarding careers that one can have in the long run. Contrarily, employees who are in the first stages of corporate and finance departments are characterized mostly by monetary rewards and promotion prospects; therefore, their main focus is on tangible progress.

Summary of Cross-Analysis Data:

Firstly, cross-category interrelations reveal that motivating factors are not entirely distinct and depend on gender, age, experience, and industry. For younger employees, personal development is the most important thing, whereas acknowledgement and security become more important as one gets experience. For example, IT and education are industries that have different employee

retention environments, which are in equilibrium, while other industries may have to raise their recognition and growth levels.

- **Reformatory Analysis Data**
 - a. **Recognition Preferences**

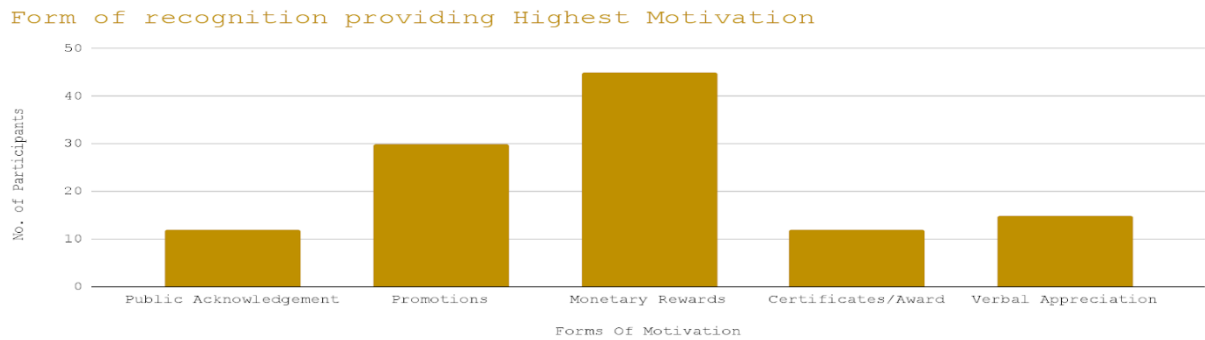


Figure 14. Preferred forms of employee recognition

Most of the people who voted for the best way to show recognition to them in the company were in favor of Monetary Rewards by a large margin. Promotions came as a second and Public Acknowledgement as a third choice. Verbal appreciation and Certificates/Awards are at the bottom of the list. So, it seems that material rewards are still the main motivators, yet career progression is equally important.

- b. **Employee Retention Factors**

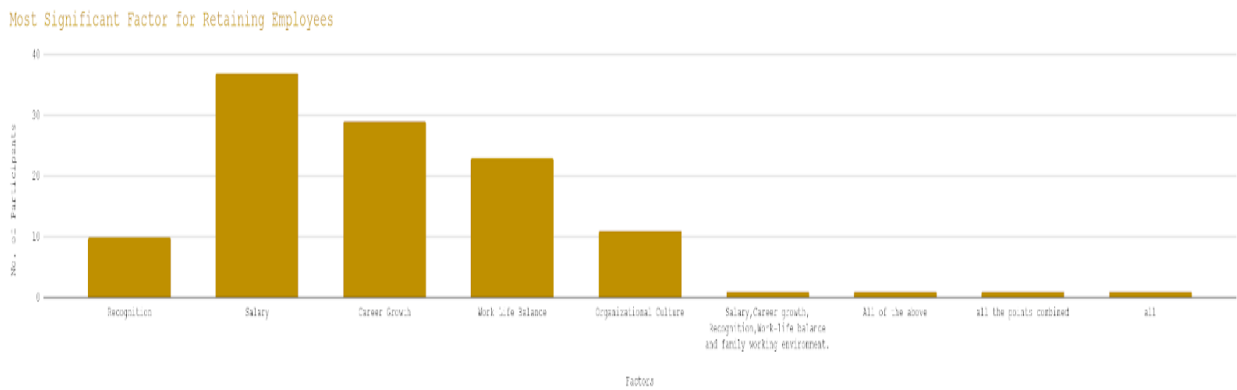


Figure 15. Key factors influencing employee retention decisions

When people were asked what was the most important retention factor, most of the respondents mentioned Salary and Career Growth as their first two options. These two factors were then followed by Work-Life Balance and Organizational Culture. Appreciation was placed at a lower

level, which shows that being valued is only a small part of retention, while regular payment and developmental activities are the real stabilizers.

Summary of Reformatory Analysis Data

The data set corresponds with the concept that employees view retention as a complicated issue that includes both financial and non-financial rewards. The balance of fair pay, career advancement, and good work-life balance is the foundation of lasting employee engagement.

Summary & Key Findings

Essentially, the main factor that keeps employees motivated and loyal to companies has been figured out by the analysis as the problem of determining the best way to compensate them. Recognition of an employee's contribution and skills is the second most important factor, especially for professionals who are in their mid-career stage. However, recognition as a source of motivation should be seen more as a supporting factor rather than a leading one. In summary, at the beginning stage, paying employees adequately is what attracts them, but with time, their engagement will depend on whether they see the potential for growth and get recognized for their contribution. This trend suggests that companies need to organize their pay structures in a way that is attractive to different types of employees and, at the same time, ensure that motivation and loyalty are sustained through the provision of clear career development paths and ongoing recognition practices across employee groups.

Conclusion

In a harsh competitive market for talents, keeping the employees that you already have is reckoned as one of the most difficult problems among companies. Research results disclose that rewarding people is still a very powerful lever for employee satisfaction, but it alone does not suffice to show long-term commitment. The fact that professional development opportunities and also just being recognized are at the same level of importance as pay can result in a company losing or hiring more employees, is pretty evident from the figures.

Research findings behind these statements have been pulled together from studies of various business entities and different kinds of groups of people. Retention changes according to a person's age, sex, experience, and industry as revealed. Youngsters in employment must still be paid and promoted quickly, while the middle and later career people want development and security as well as recognition. Since no universal salary plans exist, it becomes even more important to customize retention tactics according to the individual's particular motives and career stage.

The survey cited by this report similarly indicated that core issues like fairness, recognition, and self-development, not only emotionally connect employees to their managers but also form the

foundation of their staying decision. In cases such as these, workers are more willing to accept the idea of long-term purpose and dedication if along with good and transparent remuneration packages they get skill enhancement and recognition. Commitment, loyalty, and overall productivity can be considerably boosted by a company if it succeeds in understanding this intricate interaction of internal and external motivators.

This research is basically an eye-opener that employee retention should not be mainly about giving employees more pay. The retention plan should sincerely pay attention to employee's needs by ensuring that they are paid fairly, have clear growth opportunities, and be recognized through meaningful processes. Other studies on the impact of different elements such as corporate culture, leadership style, and flexible working hours on employee retention in remote or hybrid work settings will be carried out later.

References

- [1] Ngirande Hlanganipai, Musara Mazanai (2014). Career Management Practices: Impact of Work Design on Employee Retention.
- [2] Coetzee, M. & Stoltz. Employees' satisfaction with retention factors: exploring the role of career adaptability.
- [3] Silvia Hendrayanti, Laksmi Larassati (2024). The Influence of Compensation, Career Development, Job Satisfaction on Employee Retention.
- [4] John T. Addison, Orgul D. Ozturk & Si Wang (2014). The Role of Gender in Promotion and Pay over a Career.
- [5] Kholid Ashari, Andi Sularso, Ika Barokah (2020). The Role of Satisfaction in Mediating Compensation and Work and Environment against Employee Retention.

About the Authors



Arunim Prakash Shrivastava – BBA(Hons) (2023-2027) a student at RV School of Business, specializing in Analytics with a minor in Finance.

An author and researcher, the work explores data-driven insights, business strategy, and the dynamics of human behavior in organizations.

E-mail: arunimps.bba23@rvu.edu.in



Khushi A Reddy – BBA(Hons) (2023-2027) a student at RV School of Business, pursuing major specialization in analytics and minors in Finance.

A Researcher, who is keen to learn about the corporate world and dynamic yet enigmatic management.

E-mail: khushiar.bba23@rvu.edu.in



Dr. N Gopinathan – Associate Professor, RV School of Business. He holds a doctorate in Management Science with research centered on foreign institutional investment in Indian markets.

Over his 28-year academic career, he has taught and published widely in Accounting, Finance, HRM, and Strategic Management, with several papers featured in Scopus-indexed journals.

E-mail: gopinathann@rvu.edu.in