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The effect of organizational learning culture on employee retention: Evidence from job satisfaction

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Abstract

In today's competitive and rapidly changing work environment, retaining skilled employees has become a major concern for organizations. High employee turnover not only leads to increased costs but also affects organizational stability and long-term growth. Job satisfaction is widely recognized as a key factor in retaining employees, yet there is limited understanding of how an organization's learning culture contributes to job satisfaction and, ultimately, employee retention. This study explores the role of organizational learning culture (OLC) in influencing employee retention, with job satisfaction (JS) examined as a mediating factor.

This study examines the connections between job happiness, employee retention, and corporate learning culture using quantitative research methods. The findings demonstrate that a robust learning culture significantly and favorably affects job satisfaction, which in turn improves employee retention. Additionally, employee retention is positively impacted by company learning culture. The model's robustness and reliability are confirmed by statistical analyses, which show excellent internal consistency across the study variables, adequate reliability measures, and no signs of autocorrelation.

Overall, the results emphasize how crucial it is to create a positive learning environment in order to raise employee happiness and promote long-term retention. Organizations may build sustainable strategies for keeping talent in an increasingly competitive labor market and create more engaging workplaces by encouraging ongoing learning and information sharing.

Keywords: Organizational learning culture (OLC); Job satisfaction (JS); Employee Retention (ER); Competitive Advantages (CA)

1   Introduction

Workers are an organization's most valuable asset, and the success or failure of the business is frequently correlated with its capacity to draw in, retain, and fairly compensate skilled and competent workers. Retaining competent workers is a significant source of advantage for any company. However, a company must also overcome certain obstacles to maintain its workforce (Barney 1991; Pettman 1975; Wernerfelt 1984). In general, companies encourage innovative workers to stay, whereas they urge underperforming, low-productivity workers to quit. If it were measurable, businesses should keep workers who have a more beneficial impact on the firm and who add positively to its worth and earnings.

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Organizational culture can affect employees' job satisfaction and willingness to quit the company, according to a prior study. According to a Magnet Firms study, employee job satisfaction and productivity, as well as job attraction and retention, seemed to be significantly influenced by a corporate culture of excellence, which included things like opportunities for specialized practice, self-governance, and support for education (Abate et al., 2018). According to Belete (2018), employees' job happiness, job stress, and attrition rates were all directly impacted by the departmental culture within the enterprise (Kurniawaty et al., 2019).

In many cases, retaining experienced and effective employees is more beneficial than replacing them, particularly when the financial and operational costs associated with recruitment and training are considered. Gering and Conner (2002) argued that maintaining a productive workforce is essential, as organizations cannot fully benefit from human resource development if employees do not stay. While a substantial body of literature focuses on customer retention and its significance for organizational success (Alshurideh 2016; Alshurideh 2017; Alshurideh et al. 2017; Kurdi et al. 2020), comparatively fewer studies have examined employee retention and the ways in which employees truly function as strategic assets to organizations.

"Pleasurable emotional states" are the outcome of "work satisfaction" in jobs that are seen as achieving or supporting the fulfillment of one's employment ideals. Later scholars refined this idea, framing job satisfaction as the emotional orientation employees develop toward their work, largely influenced by the compatibility between the individual and their work environment. According to Idiegbeyan-Ose et al. (2018), job satisfaction reflects employees' emotional reactions to their roles, while Alam and Asim (2019) similarly describe it as an employee's attitude toward both their job and workplace (Albalawi et al., 2019). Weiss further argues that job satisfaction represents a positive or negative evaluative judgment regarding one's job or work conditions, rather than a simple blend of affect and attitude.

1.1 Background of the study

Employee retention is a critical factor for the success of any organization. Retaining skilled employees not only ensures the smooth functioning of operations but also signals to other staff that the organization is stable and valuable (Hur, 2013). According to Allen et al. (2010), replacing a worker usually costs more than 100% of the worker's wage. This financial burden will prevent firms from allocating funds to other areas, including staff development, that could contribute to overall retention. Because many baby boomers are retiring, firms must prepare and execute a succession plan in addition to the financial costs of replacing staff (Jayathilake et al., 2021). In addition to the workforce's age transition, the pandemic's effects particularly on employment are now becoming apparent, and businesses need to learn staff retention tactics (Jayathilake et al., 2021).

Employee retention is really about a business's knack for keeping its team together. When a company can lower the rate of people quitting or being replaced, it usually sees a big boost in its overall results and long-term health. One such component that has received a lot of attention in the field of organizational behavior is organizational culture. Organizational culture refers to the shared values, beliefs, practices, and behaviors that shape individuals' attitudes and actions inside a company. It represents a company's own personality and identity, influencing how people interact, make decisions, and perceive their workplace. Therefore, it is essential for HR professionals and organizational leaders to understand the impact of company culture on employee retention and job satisfaction.

This study aims to expand what is already known about the link between organizational culture, employee satisfaction, and retention. The results are expected to help HR professionals, managers, and researchers improve employee well-being and boost overall organizational performance by managing company culture more effectively.

2 Literature review

Review of earlier research on different factors of employee retention is also discussed. Additionally, the current research also clarifies 'organization learning culture' and 'job satisfaction' dimensions.

2.1 Organizational Learning Culture

Organizational culture is that combination of beliefs, values, work styles, and connections that distinguish one organization from another," according to Hofstede (2001). "Job happiness, organizational commitment, productivity, and turnover intention have all been studied in relation to organizational culture (Lund, 2003; Sims, 2002)." Pettigrew (1979) stated that organizational culture is mostly based on psychological factors that assist researchers in understanding how employees perceive the company and how organizational culture influences their choices. Furthermore, he believed that many levels of organizational culture are founded on the various beliefs, values, rituals, and historical narratives of organizations. Organizational culture, according to Robbins & Sanghi (2007), is a system of

shared values that we may estimate that people embrace despite having varied backgrounds within the firm. According to Tichy (1982), organizational culture is the "normative glue" that ties all organizational processes together. According to Bolton et al. (2000), organizational culture affects internal organizational policies, employee commitment to the organization's goals and values, and employees' willingness to go above and beyond to satisfy customers so they will be willing to make repeat purchases from the company. People are impacted by organizational culture in different ways because of how they think and make decisions, both consciously and unconsciously, based on their perceptions, feelings, and subsequent actions (Lok & Crawford, 2004; Hansen & Wernerfelt, 1989; Schein, 1990). According to Jaegar and Kanungo (1990), it is possible to preserve management conduct and a trustworthy atmosphere, but these factors are also impacted by economic system unpredictability and strong individualism, which have a detrimental effect on employee performance. According to Robbins (2009), an organization's culture can be a liability if it causes issues such as challenges with change or obstacles to diversity.

2.1.1 Attention to Detail

The degree to which personnel is required to display precision, analysis, and attention to detail. Organizational culture is shaped by the culture of its personnel. Every employee has distinctive principles, traditions, identities, and characteristics based on their assigned values. After that, they operate in keeping with the organization's established culture. According to their traditions, employee and organizational culture have a good effect. It describes every detail of the organization's culture before evaluating it as a whole, which produces favorable outcomes.

2.1.2 Outcome Orientation

The point to which managers focus on results rather than how those accomplishments were attained. They do not concentrate on the processes that led to that result. They simply remain concerned about the outcome.

2.1.3 People Orientation

Decisions made by the organization's management have both positive and bad effects on the employees that work there. Positive effects would result if the management made a move that benefited both the organization and its members. Additionally, it will have a detrimental effect if they make decisions that do not benefit organizational personnel.

2.1.4 Team Orientation

The extent to which teams are formed to complete all tasks and carry out the organization's work since working as a team allows for the successful achievement of goals rather than working alone.

2.1.5 Aggressiveness

The degree to which employees of organization are aggressive and competitive rather than co-operative. In this instance, most employees compete with one another for rewards, and they do not cooperate together to accomplish organizational goals.

2.1.6 Stability

It is the point to which organizational choices and actions prioritize preserving the status quo. The organizational culture does not drastically alter; instead, it changes slowly. Therefore, every choice made about what to do stays in place.

2.1.7 Innovation and Risk Taking

Employees are encouraged to take chances and be creative to some extent. Employees will be more motivated to work if the company has an inventive and risk-taking culture. They must be able to adapt to new developments in the market. More risk equals more reward, so the saying goes. Thus, companies that take risks are more profitable and successful. They provide training to their staff in accordance with the organization's culture. When a business succeeds, its employees will be happy to work there. Their primary focus is on their objective, which is innovation and product creation. New product creation is the company's lifeblood, and workers' work habits support that objective. When employees are trained in accordance with market innovation, this has a positive effect on their behavior.

2.2 Job Satisfaction

In terms of organizational management and organizational behavior, job satisfaction is a crucial problem. Job satisfaction, according to Dawis and Lofquits (1984), is an assessment of an individual's degree to which their requirements are met by their workplace. Satisfied workers contribute to the advancement of the company and foster

a positive workplace culture (Lock, 1969). According to several experts, employee motivation is highly dependent on job satisfaction (Rao, 2005). According to some research, when workers are content with their jobs, the organization's productivity increases, which in turn increases the workers' loyalty to the company (Beutinbach and De Witt, 2005). According to Egan et al. (2004) and Silverthorne (2004), job satisfaction is positively correlated with employee productivity and adversely correlated with employee turnover. Kreis and Brockopp (1986) assert that self-actualization needs for employee fulfillment through organizational work are linked to job satisfaction. Numerous research show that job happiness and customer satisfaction are positively correlated (e.g., Band, 1988; George, 1990). According to numerous studies, there is a positive and statistically significant correlation between leaving intentions and actual leaving behavior (Schwepker, 2001). To put it another way, planning to quit a job is a direct prelude to doing so. According to Lambert et al. (2001), employee turnover can be both a cause of low work satisfaction and be impacted by the different metrics of job satisfaction. According to Egan et al. (2004), a decrease in employee turnover indicates improvements in organizational performance and lowers the costs associated with recruiting and retraining new hires. Silverthorne (2004) asserts that "turnover generates significant expense to a business," including low productivity, the expense of employing a new employee, and the loss of experienced employees.

2.3   Employee Retention

The term "retention" describes an employee's decision to continue working for the company. Employee retention, according to Buenger (2006), focuses on keeping employees who help the company succeed. One of the biggest challenges facing HR management in the future is employee retention. This has existed since the early 1900s, when industrial engineers were attempting to determine the primary causes of employee interest (Rowland & Ferris, 1982). Employee retention is still a major challenge for organizations in the twenty-first century. The Society of Human Resource Management claims that replacing an employee who makes $8 per hour costs $3,500. A 2013 HayGroup (Global Management Consulting) poll found that, compared to 2012, 49 million employees left the organization during the next five years, with a high turnover rate of 26.9%. According to Mitchell, Holtom, Lee, Sablynski, and Erez (2001), employers must understand the reasons behind employees' departures in order to maintain their effectiveness.

In anticipation of the impending global battle for the best skilled workers, some businesses are putting strategic plans into place. Since potential relates to possibilities, commitments, and possible acts, these employees' potential may be different from that of top performers (Altman 1997). You must create a retention strategy. Organizations now have a greater requirement to recruit and retain a professional and competent personnel due to globalization and competitiveness (Catteeuw et al., 2007). According to Tlaiss et al. (2017), talent is one of an organization's most valuable assets and explains why employees choose to work for, quit, or join different companies. It is necessary to examine every area where workers are experiencing discontent or a lack of dedication.

2.3.1   Dimensions of Employee Retention

Motivation

The educational literature frequently refers to the overall motivational model examined in this work as "cognitive motivation." Among other things, the definition of cognitive motivation addresses the learner's desired subject matter and level of effort. Wang and Palincsar (1989) provide two moving definitions that address these aspects. Keller's description encompasses "purposeful effort" (Snow and Farr, 1983) and "skill and readiness to learn" (Paris and Oka, 1986). According to Keller in Crookes and Schmidt (1991: p. 389), "motivation has to do with the choices people make, what experiences and goals they pursue or avoid, and how much effort they put into them." The literature on motivation discusses the causal relationship between learning success and motivation. Ellis (1985) remarks: 119. After reviewing research on the connection between success and psychological models of motivation, Skehan (1989) comes to the conclusion that the idea that motivation is likely to result in successful learning is supported by a balance of evidence. "The decisions people make about what experiences and goals they pursue or avoid, and the level of effort they make in that regard" refers to educational motivation. It could clarify the issue (Keller, op. cit.).

Work-life balance

WLB has drawn a lot of interest from researchers and practitioners as a way to promote employee well-being since employee health and well-being have become increasingly important in recent decades (Peeters & Demerouti, 2014) (Jones et al., 2013; Kinnunen et al., 2014; Wagner et al., 2014). Attaining a fair degree of well-being at work and at home is referred to as WLB (Campbell Clark, 2000). A person's well-being may be positively or negatively impacted by the relationship between these two domains. Over the past 20 years, the lines between work and personal life have become hazier, according to Kinnunen et al. (2014). This suggests that the nature of work has changed with the introduction of remote work methods, and it is mostly due to changes in family composition, increased female labor force involvement,

and technology advancements (such as mobile phones and portable computers) (Peeters et al., 2005). Today's workers place a higher emphasis on their leisure time and social relationships with friends, family, and the community. According to Niessen et al. (2018), WLB provides itself with the energy, self-efficacy, and optimistic outlook that can inherently drive and inspire employees to engage in work. Participation in job roles also appears to have a favorable effect on work. You receive role resources, which benefits both your family and your career (Z. Chen & Potwell, 2012).

3 Research gap

In order for an organization to be successful, it must continuously ensure the satisfactorily of their employees. Organization with more satisfied employes tends to be more effective and productive worker (Robbins, 2002). Manpower in an organization is the most important asset or resource to enable organization to do their business while without it the organization will not be able to implement the developed business plan and retaining them has become a challenge to organizational management because of varied employee needs. It is difficult for management to decide what makes employees happy to understand and to provide the employee needs. Employee turnover demands serious management attention because of its high-performance levels, it puts pressure on the organization scarce resources which tun to be costly, people tend to change jobs within a year rather than choose to grow in one.

The gap is that many studies done by different scholars show that there is a strong relationship between job satisfaction and employee turnover, but the studies did not critically show the factors that bring about job dissatisfaction of the employees. Past researches have shown that job satisfaction is closely related to individual reactions to work environment.

Despite the extensive body of literature on employee retention and job satisfaction, there is a notable gap in the research when it comes to understanding how organizational learning culture influences employee retention through the mediating effect of job satisfaction. While both organizational learning culture and job satisfaction have individually been recognized as critical factors affecting employee retention, there is limited empirical research that explores the interconnectedness of these variables within the context of organizational dynamics

3.1 Research Question

Does organization learning culture influence employee retention in relation to the effect of job satisfaction?

- Specific Research Questions

The present research attempts to explore the following research questions:

- How does the strength and effectiveness of an organization's learning culture impact employee retention?
- What role does job satisfaction play in influencing employee retention within organizations?
- To what extent does the presence of a robust organizational learning culture contribute to job satisfaction among employees and, subsequently, their retention in the organization?

3.2 Definition of Key Terms

Following are the key concepts used throughout the current research.

Table 1 Definition of Key Terms

Terms	Definition
Organization Learning Culture	The creation of new information **is** referred to as organizational learning, which **is** a complicated process with the capacity to alter behaviour (Huber, 1991; Slater & Narver, 1995). It **is** a tried-and-true method of altering both organizational and individual behaviour (Murray & Donegan, 2003). Businesses with a strong learning culture **are** adept at generating, acquiring, and disseminating knowledge as well as changing behaviour to reflect fresh insights and knowledge (Garvin, 1993; Huber, 1991).
Job Satisfaction	According to Zhang et al. (2019), job satisfaction is a wide concept that includes both general feelings about one's work and specific elements like satisfaction with one's supervisor, pay, career possibilities, and morale. According to Alkhateri et al. (2018), this encompasses not only how someone feels about and is satisfied with their current job activities, accomplishments, and

	responsibilities, but also how satisfied they are with every aspect of their current job, even if it has nothing to do with job content.
Employee Retention	The ability of a business to control the number of people who quit their positions over time, whether freely or involuntarily, is known as employee retention. The performance and success of businesses are directly impacted by increasing staff retention. a negative correlation between organizational commitment and employee retention (Angle and Perry 1983; Glisson and Durick 1988).

3.3 Research Framework

Figure 1 Proposed Research Framework

3.4 Relationship between the variables

3.4.1 Organizational culture and job satisfaction

In the field of education, human resources are crucial. Employees at higher education institutions are more productive when they are happy with their jobs and relate to the culture of the company. These elements motivate people to work more for their institutions' future. This study's main objective was to ascertain the organizational culture and job satisfaction levels of staff members employed by Bishkek's institutions. The study's secondary objective was to determine the elements influencing university employees' job satisfaction and organizational culture. Investigating the possibility of a connection between work happiness and organizational culture was another objective.

As the social glue that keeps an organization together, organizational culture reflects common presumptions, attitudes, and beliefs (Trevino and Nelson, 1999). A strong culture is a set of norms that define acceptable behavior (Deal and Kennedy, 2000). According to this method, employees' behavior and communication styles are directly impacted by the shared values and norms within the organization (Tsai, 2011). Organizational conflicts are lessened by effective communication and fewer role ambiguities. Additionally, it has been noted that this circumstance promotes greater job satisfaction (Türk, 2007: pp. 72–103). In organizations where the organizational culture is established, it is assumed that staff development, training, and learning processes are successful. Encouraging the person's growth will boost his job happiness and allow him to create an emotional bond with the company.

In developed nations, organizational culture has long been studied and examined as a social phenomenon in both academic and practical domains. Although organizational culture is well-known in terms of some of its features, it has not received enough scholarly attention in nations like Kyrgyzstan that are experiencing economic change (Özden and Najimudinova, 2013: p. 4815). An examination of the literature shows that the relationship between job satisfaction and different organizational factors has been investigated. For example, in Odom et al. (1990), as a result of research into organizational culture and job satisfaction in transport organizations, it was revealed that a bureaucratic culture did not increase job satisfaction, but a culture of innovative and supportive organizations positively affected job satisfaction.

According to Nystrom's (1993) research, workers in health care organizations with a strong organizational culture had high levels of job satisfaction and organizational commitment. Meanwhile, Johnson and McIntye (1998) looked into how organizational culture affected work satisfaction. Their research led to the understanding that organizational culture has a favorable and significant impact on work satisfaction across all dimensions. It has been found that the aspects of strengthening, involvement, and recognition are where organizational culture has the biggest impact on job happiness. Later, İşcan and Timuroğlu (2007) investigated job satisfaction in relation to several organizational cultures and discovered that adhocracy and clan cultures were significantly and favorably correlated with job satisfaction. According to the same study, work satisfaction was significantly and negatively correlated with hierarchy culture and market culture (İşcan and Timuroğlu, 2007: p. 133). According to Tsui et al. (2006), the majority of studies looking at the

connection between organizational culture and work satisfaction have discovered a positive relationship between the two ideas and that organizational culture can boost job performance and satisfaction. According to Lloyd (as cited in Türk, 2007: p. 110), there is a reciprocal relationship between job satisfaction and organizational culture; as job satisfaction rises, so will loyalty to the organization's culture. According to Mullins (2010), if workers are happy with their jobs, productivity will increase. Lastly, Hakim (2015) discovered that work satisfaction was directly impacted by the organizational culture variables he selected for his study to ascertain the influence of the organization's culture on job satisfaction in the banking industry. Our research is supported by the fact that the majority of studies that look at the connection between an organization's culture and work satisfaction show a positive relationship between the two categories. For firms, there seems to be a substantial correlation between work happiness and organizational culture. In light of this, the study's hypotheses are listed below.

3.4.2 Organizational Culture and Employee Retention

For an organization to be productive overall, employee retention is essential. When faced with the issue of having enough staff to serve their major clientele, organizations struggle to achieve their goals. According to Allen et al. (2010), Hur (2013), and Sheridan (1992), rehiring can be time-consuming, expensive, and have an impact on overall organizational knowledge and productivity depending on the employee's categorization. Replacing highly effective personnel becomes more expensive for the company than replacing underperforming ones (Sheridan, 1992). The main objectives of an organization cannot be achieved if all elements are not in harmony. The firm must invest a significant amount of resources to replace lost staff due to turnover challenges. Poor organizational culture is the reason behind over 25% of staff departures (Ott et al., 2018). According to Meier and Hicklin (2007), a high turnover rate can be viewed as a detrimental feature of the company's culture that can hinder hiring new staff members and lower morale among existing ones.

3.4.3 Employee Values

As a crucial component of employee retention, individual employee values have been studied (Florea et al., 2013; Lee et al., 2020; Longenecker, 2013; Ott et al., 2018). According to Sheridan's (1992) research, companies that prioritized values like respect for one another and interpersonal relationships saw an average 14-month increase in employee retention compared to companies that prioritized work tasks, responsibilities, and stability. The individual employee's values in respect to the organizations are another crucial link. A person's decisions and opinions are influenced by their values (Itziar Ramírez García et al., 2019).

Employee retention is higher when their beliefs align with those of the company, and vice versa (Florea et al., 2013; Longenecker, 2013; Sheridan, 1992). When rigid institutional restrictions and competition for organizational ideals limit an individual's motivation to contribute, they may grow frustrated (Paarlberg & Lavigna, 2010). According to research on the connection between organizational culture and employee retention, an employee's departure from a company is influenced by its culture (Florea et al., 2013; Longenecker, 2013; Ott et al., 2018). Another factor that influences an employee's decision to remain with a company for a long time is their values. There is proof in the literature that company culture and employee retention are related.

3.5 Job Satisfaction and Employee Retention

The most crucial element in an organization's success is job happiness. According to a study by George & Jones (2002), the degree of job satisfaction at work is a factor that affects absenteeism, which can lead to employee turnover and occasionally result in employees quitting their positions. According to Bigley et al. (1996), workers who are unhappy at work are more likely to miss work. According to Rhodes & Steers (1990), employee motivation and skill based on attendance are critical to an organization's production.

Additionally, a combination of employees' positive and negative attitudes toward their jobs is represented by job satisfaction. In the meanwhile, job satisfaction shows how well expectations match actual rewards. A person's behavior at work is directly related to their level of job satisfaction (Davis et al., 1985).

Furthermore, job satisfaction is something that people in the workforce strive for and a crucial component of employee retention, which can only be achieved by ensuring that the worker feels both physically and psychologically at ease. The market economy's inflationary trends are making the labor market more competitive. Employee retention is becoming more challenging as the talent pool is increasingly exhausted. A competent employer should understand how to draw in and keep workers (Qadria Alkandari, 2009). While there may be numerous different tactics to maintain employees' comfort in their current positions, motivational tactics help employees on a daily basis. Despite popular opinion, financial pay is not the most powerful incentive for employees. Nine out of ten managers believe that workers stay or

leave because of money, according to the Harvard Management Update (June, 1988). However, Kaye and Evans (2000) conclude that while money and benefits are important, employees are more interested in opportunities for learning and growth, difficult and meaningful work, and competent supervisors.

Additionally, employee retention is crucial for more reasons than merely lowering turnover expenses or hiring and training expenses. However, keeping talented workers from being poached is more crucial. The significance of staff retention is demonstrated by numerous aspects. According to Elton Mayo (2003), employees may be more motivated if their social needs are satisfied at work rather than only being focused on money (something Taylor disregarded).He established the Human Relations School of thinking, which emphasized that employers should show a greater interest in their workers' perspectives, regard them as valuable individuals with expertise, and recognize that workers are at ease and enjoy communicating with one another.

Compared to better-paying work roles, lower-paying job jobs typically cost businesses less per replacement employee, while having a higher average employee turnover rate. But they pay the price more frequently. For these reasons, regardless of salary levels, the majority of businesses concentrate on employee retention methods (Beam, 2009).

They might be the turnover cost, which adds hundreds of thousands of pesos to the business's outlays. In actuality, it is challenging to determine the turnover cost, which includes hiring expenses, training expenses, and lost productivity; industry experts typically provide a conservative estimate of 25% of the average employee wage. The next reason that highlights the importance of retention is the loss of company information. When an employee departs the company, he transfers to his new employer important information about the company, its clients, ongoing projects, and its competitors' historical performance. An employee has been given a lot of time and money in the hopes that he will return to the company in the future. The investment is not realized when the employee departs the company.

4 Data Collection and Methodology

Instead of concentrating just on people with vocational backgrounds, we decided to use a broad population sample for the current study. In line with our research on Bangladesh's employee retention, this resulted in decisions concerning experiences and present situations from which we can obtain input. Through employment or education, the majority of our respondents are or were involved in economies and enterprises. Therefore, the entire population of Bangladesh serves as the theoretical sample frame.

Primary data was collected by using a non-comparative questionnaire developed through five-degree Likert Scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree). The poll was given to 280 people in finance or commerce, chosen randomly. A response rate of 89.29% was obtained to the entry questionnaire, with 250 questionnaires returned completed in full. The survey was only done in Dhaka city. We used SPSS version 20 for statistical analysis.

Table 1 The demographic breakdown of respondents.

Factor	Segmentation	No. of respondents
Gender	Male	170
	Female	80
Age	20-25	140
	26-30	55
	31-35	32
	36-40	23

Source: Primary data

4.1 Research Hypothesis

The following hypotheses are developed to test the prevailing scenario;

- H_1: Organization learning culture (OLC) Technologies have a significant effect on job satisfaction (JS).
- H_2: Job satisfaction (JS) influences employee retention (ER).

- H_3: Organization learning culture (OLC) influences employee retention (ER) in a positive way.

5 Results and Discussion

We validated the quality of the data by performing a restrictive Principal Component Analysis (PCA), providing us with results shown in Table 2. Table 2 shows the results of a Principal Component Analysis (PCA) and reliability test.

Table 2 Results of Principal Component Analysis and Reliability Test

Variable	Items	Factor loading	KMO Test of Adequacy	Bartlett's Test of Sphericity	Sig.	Cronbach Alpha
OLC	Q1	0.751	0.807	246.178	0.000	0.847
	Q2	0.894				
	Q3	0.692				
	Q4	0.824				
	Q5	0.784				
ER	Q6	0.676	0.872	438.948	0.000	0.868
	Q7	0.709				
	Q8	0.738				
	Q9	0.801				
	Q10	0.744				
JS	Q11	0.780	0.928	627.116	0.000	0.909
	Q12	0.783				
	Q13	0.766				
	Q14	0.829				
	Q15	0.758				

Extraction Method: Principal Component Analysis; Source: Field survey, 2024

The Kaiser-Meyer-Olkin (KMO) test of adequacy for individual variance is always 0.500 or above, confirming that the data set is suitable for additional analysis and ensuring that each variable's items have a sufficient correlation. Bartlett's sphericity test, when α is almost equal to zero, confirms the importance of the correlation matrices. A high degree of internal consistency among the items is indicated by Cronbach alpha values greater than 0.6 in the reliability study results of the constructs.

Table 3 Model Summary and Results of Hypothesis Testing

Independent Variable	Dependent Variable	R	F	Sig.	t-test	Sig.	D	Beta
OLC	ER	0.854	322.936	.000	7.546	0.000	1.683	0.353
JS					12.760	0.000		0.633

Source: Authors

Table 3 shows the results of F-test from which it can be concluded that all independent variables have a significant positive effect on sustainable development, where the significance level is nearly zero. The D test suggests that there is no autocorrelation in the data. The standard deviations are also reasonable which refers data is more concentrated. Significance tests, using T-statistics performed to prove the hypotheses. We set statistical significance to 5% employing a two-tailed t-test: hence, when the absolute value of a T-statistic is higher than 1.96 it reaches significance. Results

showed that with the support of all hypotheses was positively significant. On the whole, our regression model validates that OLC and JS positively influence employee retention while compliance does not exhibit an equivalent effect.

6   Conclusion

The study explains the research framework related to organization learning culture, job satisfaction and employee retention followed by relevant hypotheses based on the previous literature support. Mostly the current chapter elucidates the literature gap, the important part of any research. This study examined the effect of organizational learning culture on employee retention, with job satisfaction serving as a key mediating factor. The findings provide strong evidence that a supportive learning culture plays a vital role in enhancing employees' job satisfaction and encouraging them to remain with their organizations. Organizations that promote continuous learning, knowledge sharing, and adaptability are more likely to create positive work experiences, which directly contribute to higher retention rates.

The results confirm that organizational learning culture has both a direct and an indirect impact on employee retention. Employees working in learning-oriented environments tend to feel more valued, competent, and engaged, leading to greater job satisfaction. In turn, satisfied employees demonstrate stronger commitment and a lower intention to leave. These findings emphasize that job satisfaction acts as an important mechanism through which learning culture influences retention outcomes.

From a practical perspective, the study highlights the need for organizations to invest in learning and development initiatives as part of their retention strategies. By fostering a culture that encourages continuous improvement and employee growth, organizations can enhance satisfaction levels and reduce turnover. Overall, this research contributes to the existing literature by offering empirical evidence on the interconnected roles of organizational learning culture and job satisfaction in retaining employees, and it provides valuable insights for managers and policymakers seeking sustainable workforce solutions.

Compliance with ethical standards

Disclosure of conflict of interest

The authors confirm that all required statements such as acknowledgments, disclosure of conflicts of interest, ethical approval, and informed consent have been included, as applicable, and are placed before the reference section of the manuscript.

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