

The Relationship Between Career Development and Job Satisfaction: A Study of Private Bank Executives in Ampara District, Sri Lanka

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Abstract

In today's dynamic business environment, companies must go beyond financial success to support employee well-being and satisfaction. A key factor in retaining skilled workers is offering meaningful career development opportunities that combine motivation, rewards, guidance, and clear goals. Personal career aspirations align with organizational goals, both employees and companies benefit. Effective career development strategies include mentorship, training, and personal growth planning. Mentors play a vital role by helping employees navigate challenges and foster continuous learning. This study adopts a deductive approach and a quantitative methodology to investigate the relationships among various factors affecting employee performance in private banks in Ampara District. The research design encompasses decisions on study purpose, setting, sampling, data collection, and analysis techniques. The target population comprises executive employees from selected banks, and a sample of 100 respondents was selected using convenience sampling. Data were collected via questionnaires, coded, and analyzed using SPSS. Descriptive statistics, parametric and non-parametric tests, and Pearson's correlation were employed to examine relationships between independent and dependent variables. This collaborative process, where employees define goals, managers provide feedback, and organizations offer resources enhances engagement and loyalty and reduces turnover. Career development is especially valued by millennial, who often link professional growth with job satisfaction. The banking industry exemplifies how such initiatives improve satisfaction and retention. Career growth is influenced by psychological, social, and economic factors and unfolds throughout a person's working life. Ultimately, investing in employee development not only meets individual goals but also drives long-term organizational success. This study investigates the relationship between career development, including mentoring and counseling, training and development, and supervisors' roles with employee job satisfaction, in private banks in Ampara District, Sri Lanka. Using a quantitative approach, the research involved hypothesis development, data collection, and analysis through a structured framework. Findings revealed that all three factors are positively related to job satisfaction, underscoring the importance of strengthening these areas, particularly supervisor support, to enhance employee satisfaction in the banking sector.

Keywords: Job Satisfaction, Career Development, Mentoring and counseling, Training and Development, Supervisor's role

Introduction

In today's volatile business environment, organizations must prioritize employee satisfaction alongside profitability to retain top talent. In the banking sector, where competition for skilled professionals is high, retention depends heavily on offering more than just financial compensation; employees increasingly seek intrinsic rewards and clear career paths.

Career development serves as a strategic bridge that aligns individual aspirations with organizational goals. While it is a collaborative process involving self-assessment, supervisor feedback, and organizational support, its primary value lies in fostering a sense of recognition and growth among staff. By investing in systematic career initiatives such as mentorship and professional training, banks can enhance employee loyalty and reduce turnover.

Despite their recognized importance, there is a need to specifically examine their relationship within the regional context of private banks in the Ampara District. This study, therefore, investigates the relationship between career development opportunities and job satisfaction among executive-level employees, providing insights into how organizational investment in human capital translates into long-term institutional success.

Research Questions

1. What is the relationship between Mentoring and counseling programs and employee job satisfaction in the Private Banks in the Ampara District in Sri Lanka?
2. What is the relationship between Training and Development Opportunities and employee job satisfaction in the Private Banks in Ampara District in Sri Lanka?
3. What is the relationship between the Supervisor's roles in managing career and employee job satisfaction in the Private Banks in the Ampara District in Sri Lanka?
4. What is the relationship between Career developments and employee job satisfaction in the Private Banks in the Ampara District in Sri Lanka?

Objectives of the research

- To find out the relationship between Mentoring and counseling programs and employee job satisfaction in private banks in the Ampara District in Sri Lanka.
- To find out the relationship between Training and Development Opportunities and employee job satisfaction in private banks in the Ampara District in Sri Lanka.
- To find out the relationship between Supervisors' roles in managing career and employee job satisfaction in private banks in the Ampara District in Sri Lanka.
- To find out the relationship between Career Development and employee job satisfaction in private banks in Ampara District.

Significance of the Study

The study would assist organizations in maintaining high performance by focusing on career development practices that increase employee motivation, reduce turnover, and improve succession planning. Human resource managers in manufacturing organizations who are interested in career development would use the findings of this study to evaluate possible/likely strategies that could adequately address the lack of career advancement after training in the organization.

Private Banks would be motivated by the study to give more attention to their career development and career advancement policies. The findings of the study will provide a broad knowledge to human resource managers of organizations on how they can effectively develop careers and achieve high organizational performance. It will aid in further theory formation and add to the existing bank of knowledge on career development. It may also benefit other scholars and students of human resource management who may use the findings for academic purposes.

Literature Review

Job Satisfaction

Job satisfaction is a multi-dimensional construct. While early theorists focused on hygiene factors such as pay, modern researchers argue that, for executive-level staff, growth opportunities and autonomy are more significant predictors of satisfaction than salary alone (George et al., 2008; Awashreh, 2022). Recent studies in the South Asian context emphasize that "Supervisor Support" is a moderating variable; even with excellent career programs, if the immediate supervisor does not support developmental goals, job satisfaction remains low (Umar & Akram, 2011).

Career Development

Traditional perspectives viewed a "career" as a linear progression within a single organization (Schein, 1990). However, contemporary research emphasizes the "Protean Career" and "Boundaryless Career" models, where individuals take proactive responsibility for their own professional growth rather than relying solely on the organization (Kapur, 2018). In the modern banking landscape, career development is no longer just a sequence of promotions but a continuous process of skill acquisition that enhances an employee's perceived "employability" (Awashreh, 2021). Recent studies suggest that when employees perceive their work as a "calling" supported by organizational development paths, their engagement levels rise significantly (Saks, 2022).

Career Development and Job Satisfaction

Recent empirical evidence consistently demonstrates a strong positive correlation between structured career development and job satisfaction. According to research by Ngari & Mwangi (2022), career development serves as a critical "organizational resource" that helps employees manage high job demands.

Skill Growth and Motivation: In the context of the financial sector, rapid digitalization requires constant upskilling. Studies indicate that employees who receive regular training and clear development roadmaps report higher satisfaction because they feel more competent in their roles and less anxious about technological obsolescence (Rahayu et al., 2018).

The Psychological Contract: Modern career development is viewed as a "Social Exchange." When an organization invests in an employee's future, the employee feels a sense of obligation, which in turn leads to higher morale and loyalty (Umar & Akram, 2011; Saks, 2022).

Synthesis of Literature and Gap Identification

While the relationship between career development and job satisfaction is well-documented globally, much of the existing research focuses on major metropolitan hubs. There is a limited body of recent empirical work on regional districts such as Ampara in Sri Lanka. Furthermore, many studies overlook how the specific combination of mentoring, training, and counseling affects executives in private banks, who face pressures different from those of public-sector employees. This study seeks to fill this gap by synthesizing these variables within a regional private banking framework.

The Role of Mentoring and Counseling in Career Success

The current literature highlights Mentoring and Career Counseling as the most influential dimensions of development.

Mentoring: Unlike formal training, mentoring provides "social capital." Recent findings by Chaudhry et al. (2020) show that mentors in the banking sector help junior executives navigate organizational politics and stress, which are major factors in job dissatisfaction in regional bank branches.

Career Counseling: This involves aligning personal goals with institutional needs. When managers act as "career coaches," employees report a clearer sense of purpose. This alignment is particularly vital in competitive markets like Sri Lanka's private banking sector, where executive burnout is prevalent.

Mentoring and Counseling Programs for career development

This study suggests that mentoring and counseling programs are an important factor for the career development process, which not only explains how counseling and mentoring programs work but also empirically tests the relationship that will highlight the importance of mentoring and counselling programs in the career development.

H1: Mentoring and Counseling programs will be positively correlated on employee job satisfaction.

Employee training and development is a term often used interchangeably, across sectors, and encompasses various employee learning practices. More specifically, training involves programmers which enable employees to learn precise skills or knowledge to improve performance. Development programmers involve a more expansive employee growth plan, for future performance rather than immediate career role

improvement.

H2: Training and Development Opportunities will be positively correlated on employee job satisfaction.

Supervisors are increasingly required to support employees in their learning and career development. This study investigated relationships between supervisor support activities and their subordinates' career and organizational commitment. Findings suggested that employees who saw their supervisors as giving them trust and the authority to do the job were more committed to their organization, as were those who perceived their supervisors to engage in feedback and goal-setting. This suggested the potential organizational benefits of performance feedback from managers and the importance of supervisors developing the confidence and skills

H3: Supervisors role in managing Career will be positively correlated on employee job satisfaction.

Traditional career guidance grew out of the needs of the modern industrial era and focused on measuring individual differences on trait and then using this information to match people to occupations. Part of this tradition was measuring job satisfaction through a positive evaluation of individual's attitude towards their jobs. Career satisfaction measures concentrated on correlating external job factors with global measures of satisfaction. (Umar & Akram, 2011) Many are re-examining their careers in light of the growing realization that work should be more than a job.

H4: Career development will be positively correlated with employee job satisfaction.

Recent empirical studies in the financial sector confirm that the traditional psychological contract, which guaranteed long-term job security in exchange for loyalty, has been replaced by an "employability contract" (Ngari & Mwangi, 2022). In this contemporary framework, job satisfaction is no longer derived from holding a stable position, but from the organization's ability to enhance an employee's marketable value.

From Aptitude to Career Happiness: While earlier models focused primarily on technical aptitudes, matching skills to tasks, modern research distinguishes between "what an employee can do" and "what makes an employee happy." Awashreh (2021) argues that in high-pressure banking environments, job satisfaction is achieved only when development paths align with an individual's deep interests and personal values. When banks move beyond basic skill-matching and offer personalized growth opportunities, employees report higher levels of "career happiness" and engagement.

The Protean Career and Transferable Skills: In the wake of rapid digital transformation, employees are increasingly adopting "Protean Careers," characterized by self-direction and a focus on transferable, marketable skills (Saks, 2022). Rather than viewing themselves through a static job description, modern bank executives see themselves as a "portfolio of competencies." Research indicates that when organizations support this shift through continuous retraining and upskilling, it reduces the anxiety associated with technological obsolescence, thereby significantly boosting job satisfaction (Awashreh, 2021).

Synthesis and Application: Therefore, career development acts as a bridge between individual aspirations and organizational survival. In the competitive private banking sector of regional districts like Ampara, the ability of an institution to provide "long-term employability" through mentoring and digital training is a stronger predictor of satisfaction than traditional tenure-based rewards (Chaudhry et al., 2020). By fostering a culture of continuous learning, banks satisfy the employee's need for future-proofing their careers, which in turn drives organizational loyalty.

Methodology

Methodology refers to general principles that guide how to investigate the social world and demonstrate that the knowledge generated is valid. Kelly (2021) explained that the collection of philosophical and theoretical commitments may influence decisions made about the research design and the choice of specific methods of data collection and analysis. Further, there are two research approaches: the inductive and the deductive. An inductive approach is primarily concerned with generating new theory from the data and exploring new phenomena; in contrast, a deductive approach usually begins with a hypothesis and is often used in research questions to narrow the scope of the study. Therefore, the current study adopted a

deductive approach and used a quantitative method to obtain the most reliable findings.

Career Development

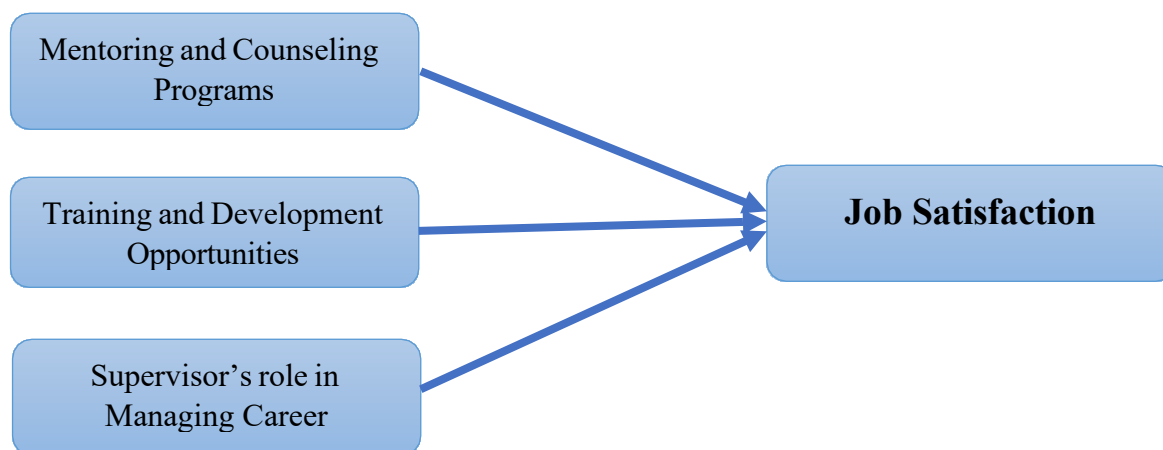


Figure 3.1: Conceptual framework of the study

(Source: Developed for this study)

- H1: Mentoring and Counselling programs will be positively correlated with employee job satisfaction.
- H2: Training and Development Opportunities will be positively correlated with employee job satisfaction.
- H3: Supervisor's role in managing Career will be positively correlated with employee job satisfaction.
- H4: Career Development will be positively correlated with employee job satisfaction.

Research Design

This study adopts a quantitative, deductive approach to examine the relationship between career development and job satisfaction. Following Sekaran (2003) framework, the research design is a correlational study conducted in a non-contrived (natural) field setting. The researcher's interference was kept to a minimum to ensure that responses reflected the true professional environment of the participants. The study is cross-sectional, meaning data were collected at a single point in time to provide a "snapshot" of the current state of employee perceptions within the selected banks.

Purpose of the study

The purpose of the study is to test hypotheses to achieve the research objectives, which are to investigate the relationship between career development and job satisfaction among employees in private banks.

Study setting

A study can be conducted in either a contrived or a non-contrived (natural) setting; this study is non-contrived. It could be carried out in a natural environment where things or events (which are studied) occur normally. Further, it is a field study. The extent of researcher interference is minimal, as the study was conducted as a field study.

Type of investigation

“When the researcher is interested in delineating the important variables associated with the problem, the study is called a correlational study” (Sekaran, 2003, p. 126). The type of investigation of this study is a correlational study.

Time horizon

Since this research studies a particular phenomenon at a particular time, it is a cross-sectional study. As per

Rose *et al.* (2015), a cross-sectional study is used to address a range of research questions where the focus is on the current state of the phenomenon of interest and according to Sekaran and Bougie (2010), the data are gathered just once, perhaps over a period of days or weeks or months, in order to answer a research question.

Population and sample for the study

The target population comprises all executive-level employees within seven selected private banks operating in the Ampara District of Sri Lanka. The total population of executives across these branches was identified as 162.

A sample of 100 respondents was selected from this population. A convenience sampling technique was employed to administer the questionnaires. While this non-probability sampling method was chosen for its high accessibility to respondents and time efficiency, the sample was distributed across the banks in proportion to ensure representation from each institution. The table below shows the study sample.

Table 1: Sample of the Study

Private Banks in Ampara District	Total Executive Employees	(%)	Sample
Commercial Bank PLC	26	16	16
DFCC Bank PLC	16	10	10
Hatton National Bank PLC	25	15	15
Regional Development Bank	23	14	14
Sanasa Development Bank	24	15	15
Sampath Bank PLC	26	16	16
Seylan Bank PLC	22	14	14
Total	162	100	100

Method of data collection

Primary data were gathered using a structured, closed-ended questionnaire administered via Google Forms. The instrument consisted of two parts:

Part I: Demographic profile of the respondents.

Part II: Items measuring dimensions of Career Development (Mentoring and Counseling, Training and Development, and Supervisor Support) and Job Satisfaction. All items in Part II were measured on a 5-point Likert scale (ranging from 1 = Strongly Disagree to 5 = Strongly Agree).

Reliability of the scales

Reliability of the instrument was measured through evaluating the internal consistency among the items. According to Sekaran (2003), the reliability of a measure indicates the extent to which it is unbiased (error-free) and hence ensures consistent measurement across time and across the various items in the instrument. Internal consistency reliability is assessed using the method proposed by Cronbach. He proposed the coefficient Alpha (also called Cronbach's Alpha) for multi-item, polytomous scales. The higher the

coefficients, the better the measuring instrument (Sekaran, 2003).

Data Analysis Techniques

The data obtained from survey questionnaires were carefully coded, checked for consistency, and entered into an SPSS spreadsheet. The analysis was performed with SPSS. Descriptive statistics were employed to analyze the data, and the results were tested using parametric and nonparametric tests of significance. Besides, measures of central tendency (mean, standard deviation) were used to analyse the questionnaire survey result. To conduct documentary analyses, SPSS was used to run the Pearson correlation between independent factors and the dependent factor. Measures of central tendency (mean and standard deviation) were also used to analyse the variables.

Descriptive Statistics

To evaluate the data collected in part I of the questionnaire, descriptive analysis was performed by calculating the mean and standard deviation (single-measure analysis). The mean is the expected value of the central tendency of the outcomes, and the standard deviation is the dispersion of the possible outcomes around the expected value. The difference between the minimum and maximum range shows the interval width, which contains the middle half of the data. Also, it can be used to indicate the variability. However, a single-measure analysis used to describe a variable cannot explain its relationship with another variable.

Correlation analysis

Correlation analysis is the primary analytical tool for determining the degree of linear relationship between two variables. A Pearson correlation matrix will provide information about the direction, strength, and significance of the bivariate relationships of all the variables in the Study" (Sekaran, 2003). In addition, Pearson's Correlation analysis was used to measure the linear relationship between two variables.

Accordingly, the present study used Pearson's correlation to measure the relationships among the variables. According to Salkind (2007). Pearson's correlation coefficient values discuss the relationships among the variables, and they are shown in Table 3

Table 2: Pearson's correlation coefficient and interpretation

Correlation between	Are said to be
0.8 and 1.0	Very strong
0.8 and 0.6	Strong
0.4 and 0.6	Moderate
0.2 and 0.4	Weak
0.0 and 0.2	Very weak

Data Analysis

Data Screening

One hundred and four (104) questionnaires were issued to the respondents. However, 103 questionnaires were returned, and the researcher manually checked them to assess whether all data had been fully completed by the respondents. Three questionnaires were rejected due to excessive missing data. Therefore, the sample was restricted to 100 valid cases. The completed questionnaires were entered into SPSS version 22.0, and the minimum and maximum values were checked. It was confirmed that there were no missing values. As a result, the researcher used the data for the data analysis.

Data collection and Response rate

The self-administered questionnaires were distributed to selected bank executives representing each branch in the Ampara District. Respondents from each branch in the Ampara District were selected using convenience sampling. Permission was taken from each bank Area Manager and Operational Manager. Thus, the researcher contacted each Branch Manager and staff member and was able to email 104 questionnaires via Google Forms. The reminders were made by telephone. Table 4 presents the number of issued and collected questionnaires, along with their respective percentages. Total response rate was 96%.

Table 3: Summary of Number of Issued and Returned Questionnaires

Banks	Issued Questionnaires No.	Collected Questionnaires	
		No.	Percentage (%)
Commercial Bank PLC	16	16	16
DFCC Bank PLC	10	10	10
Hatton National Bank PLC	15	15	15
Regional Development Bank	16	14	14
Sanasa Development Bank	17	15	15
Sampath Bank PLC	16	16	16
Seylan Bank PLC	14	14	10
Total	104	100	96

Table 4: Summary of Cronbach's Alpha of the Variables

<i>Variable</i>	<i>Cronbach alpha</i>
Mentoring and Counseling Programs,	0.702
Training and Development Opportunities	0.721
Supervisor's role in managing Career	0.782
Job satisfaction	0.856

Reliability of the Scales

The collected data were analyzed using SPSS version 22.0. The reliability test results of this study are discussed below.

Reliability

To validate the reliability requirements in this study, 100 respondents were selected from the total sample using convenience sampling, and the collected data were analyzed using a brief questionnaire, ensuring an alpha value in accordance with the literature. This study focused on meeting reliability requirements in the initial phase. Alpha coefficient values above 0.7 are acceptable indicators of internal consistency as

suggested in the literature (Nunnally, 1967). In this study, Cronbach's Alpha was used to test the reliability of the measures used in the instrument.

Table 5: Cronbach's alpha value of Career Development and Job satisfaction variables

<i>Variable</i>	<i>Cronbach alpha</i>
Mentoring and Counselling Programs	0.776
Training and Development Opportunities	0.851
Supervisors' role in managing Career	0.696
Employee Job Satisfaction	0.780

Further, Cronbach's alpha was intended to measure the internal consistency and reliability of the instrument. The Cronbach alpha indicated for all variables as 0.757.

Descriptive Analysis

Research variables on Mentoring and Counseling Programs, Training and Development Opportunities, and Supervisors' role in managing Career and Employee Job Satisfaction were analyzed through mean and standard deviation by using the SPSS version 22.0.

Table 6: Descriptive Statistics of Research Variables

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Mentoring and Counseling Programs	100	1.00	5.00	3.3200	0.61759
Training and Development Opportunities	100	1.00	5.00	3.3600	0.65935
Supervisors' role in managing Career	100	1.00	5.00	3.3600	0.62797
Employee Job Satisfaction	100	1.00	5.00	3.4700	0.62692

According to the summary of descriptive statistics shown in Table 4.10, Mentoring and Counseling Programs contributed significantly (Mean value 3.32) to the moderate level of employee job satisfaction. Following Mentoring and Counseling Programs, Training and Development Opportunities (3.36), Supervisors' role in managing Career (3.36), and Employee Job Satisfaction (3.47) contributed significantly on job satisfaction. The overall summary indicated that career development among employees at the private Bank in the Ampara District was at a moderate level.

Hypothesis Testing

However, by examining mean values of the variables, it cannot be concluded that there is a significant relationship among the variables of Mentoring and Counselling Programs, Training and Development Opportunities and Employee Job Satisfaction. Therefore, to examine the relationship among the variables, the researcher used Pearson's correlation test. This test was also conducted to determine how much one variable influenced the other (Yusof, 2012).

Hypothesis 1:

Mentoring and Counselling programs will be positively correlated with employee job satisfaction.

In order to find out the relationship between Mentoring and Counselling programs and employee job satisfaction, the summary results of H1 are reported in Table 4.11, and it shows that the strength of association between Mentoring and Counselling programs and employee job satisfaction is moderate ($r = 0.416$) and that the correlation coefficient is statistically significantly different from zero ($P < 0.001$). Also, 17% (0.416^2) of the variation in employee job satisfaction is explained by Mentoring and Counselling programs.

Table 7: Correlations between Mentoring and Counselling programs and employee job satisfaction.

		Mentoring and Counselling programs	Job satisfaction
Mentoring and Counselling programs	Pearson Correlation	1	.416**
	Sig. (2-tailed)		.000
	N	100	100
Job satisfaction	Pearson Correlation	.416**	1
	Sig. (2-tailed)	.000	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed)

The findings conclude that a positive correlation exists between Mentoring and Counselling programs and job satisfaction, that is, when Mentoring and Counselling programs increase, job satisfaction of employees also increases. Finally, the result confirmed that Mentoring and Counselling programs will positively relate to employees' job satisfaction, as stated in H1. Therefore, hypothesis 1 is accepted.

Hypothesis 2:

Training and Development Opportunities will be positively correlated with employee job satisfaction.

In order to find out the relationship between Training and Development Opportunities and employee job satisfaction, the summary results of H2 are reported in Table 4.12, and it shows that the strength of association between Training and Development Opportunities and employee job satisfaction is moderate ($r = 0.564$) and that the correlation coefficient is statistically significantly different from zero ($P < 0.000$). Also, 31% (0.564^2) of the variation in employee job satisfaction is explained by Training and Development Opportunities.

Table 8: Correlations between Training and Development Opportunities and Employee Job Satisfaction.

		Training and Development Opportunities	Job satisfaction
Training and Development Opportunities	Pearson Correlation	1	.564**
	Sig. (2-tailed)		.000
	N	100	100
Job satisfaction	Pearson Correlation	.564**	1
	Sig. (2-tailed)	.000	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed)

The findings conclude that a positive correlation exists between Training and Development Opportunities and job satisfaction: when Training and Development Opportunities increase, employees' job satisfaction also increases. Finally, the result confirmed that Training and Development Opportunities will positively relate to employees' job satisfaction, as stated in H2. Therefore, hypothesis 2 is accepted.

Hypothesis 3:

Supervisor’s role in managing Career will be positively correlated with employee job satisfaction.

In order to find out the relationship between Supervisor’s role in managing Career and employee job satisfaction., the summary results of H3 reported in Table 4.13 and it shows that the strength of association between Supervisor’s role in managing Career and employee job satisfaction is weak ($r = 0.284$) and that the correlation coefficient is statistically significant different from zero ($P < 0.000$). Also, 8% (0.284^2) of the variation in employee job satisfaction is explained by the Supervisor’s role in managing Career.

Table 9: Correlations between *Supervisor’s role in managing Career* and employee job satisfaction.

		Supervisor’s role in managing Career	Job satisfaction
Supervisor’s role in managing Career	Pearson Correlation	1	.284**
	Sig. (2-tailed)		.000
	N	100	100
Job satisfaction	Pearson Correlation	.284**	1
	Sig. (2-tailed)	.000	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed)

The findings conclude that a positive correlation exists between Supervisor’s role in managing Career and job satisfaction, that is when Supervisor’s role in managing Career increased, job satisfaction of employees also increased. Finally, the result confirmed that the Supervisor’s role in managing Career will positively relate to employees' job satisfaction, as stated in H3. Therefore, hypothesis 3 is accepted.

Hypothesis 4:

Career Development will be positively correlated with employee job satisfaction.

In order to find out the relationship between Career Development and employee job satisfaction, the summary results of H4 are reported in Table 4.14, and it shows that the strength of association between Career Development and employee job satisfaction is moderate ($r = 0.591$) and that the correlation coefficient is statistically significantly different from zero ($P < 0.000$). Also, 34% (0.591^2) of the variation in employee job satisfaction is explained by Career Development.

Table 10: Correlations between Career Development and Employee Job Satisfaction

		Career Development	Job satisfaction
Career Development	Pearson Correlation	1	.591**
	Sig. (2-tailed)		.000
	N	100	100
Job satisfaction	Pearson Correlation	.591**	1
	Sig. (2-tailed)	.000	

	N	100	100
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** . Correlation is significant at the 0.01 level (2-tailed)

The findings conclude that a positive correlation exists between Career Development and job satisfaction: when Career Development increases, employees' job satisfaction also increases. Finally, the result confirmed that Career Development will positively relate to employees' job satisfaction, as stated in H4. Therefore, hypothesis 4 is accepted.

Conclusion and Recommendations

The current study is conducted to ascertain whether there is a significant relationship between career development (Mentoring and Counselling Programs, Training and Development Opportunities, and Supervisor's role in managing Career) and employee job satisfaction among licensed private bank employees in Ampara District, Sri Lanka. Thus, the following research objectives are formulated in order to investigate in the current study;

1. To find out the relationship between Mentoring and Counselling Programs and employee job satisfaction in private banks in Ampara District.
2. To find out the relationship between Training and Development Opportunities and employee job satisfaction in private banks in Ampara District.
3. To find out the relationship between Supervisors' roles in managing career and employee job satisfaction in private banks in Ampara District.
4. To find out the relationship between Career Development and employee job satisfaction in private banks in Ampara District.

This study formulated four hypotheses in order to answer the research questions. The population of this study was selected from bank employees of the private banks in Ampara District. Then, a sample of 100 was selected using convenience sampling from the seven selected banks: Commercial Bank Plc, DFCC Bank PLC, Hatton National Bank PLC, Regional Development Bank, Sanasa Development Bank, Sampath Bank PLC, and Seylan Bank PLC, with each branch represented in proportion to its share of total branches.

The response rate was 99%. The analysis of the respondents' demographics revealed that the majority were female. Moreover, the majority of the bank employees were between 21 and 30 years old, and most had completed a diploma-level education. The majority of the employees were credit officers.

The study confirmed that the multiple regression analysis confirmed the model determined by the coefficient of determination (R²), which showed that three variables (Mentoring and Counseling Programs, Training and Development Opportunities, and Supervisor's role in managing Career) are substantially explained (35%) by the variance in job satisfaction. The strength of the relationships was assessed using Pearson correlation coefficients (r), which indicated that all hypothesized relationships were positive and statistically significant. In addition, Mentoring and Counseling Programs, Training and Development Opportunities, and the Supervisor's role in managing Career have a moderate relationship with job satisfaction. It revealed that there is a significant positive relationship between career development and job satisfaction.

It is concluded that Mentoring and Counseling Programs, Training and Development Opportunities, and the Supervisor's role in managing Career in career development in banking sector employees on employee job satisfaction are significantly related, and all variables were positive relationship, even though positive relationship but the strength is moderate, which means Mentoring and Counseling Programs and Training and Development Opportunities had Moderate relationship with job satisfaction, but the Supervisor's role in managing Career is a very weak relationship with job satisfaction. It is also revealed that developing supervisor support, which eventually led to enhancing the job satisfaction of bank employees in the workplace.

Implications of the study

The current study findings provided the following implications.

The current study narrowed the empirical gap by finding the role of job satisfaction of bank employees.

The findings explored that the supervisor's role in managing careers had a low relationship on job satisfaction in the banking sector. Therefore, the banking sector could enhance its focus on the supervisor's role in managing careers to increase employee job satisfaction. Further, in the banking sector, managers need to arrange workshops for supervisors in order to explain their role in career development.

The current study model clearly indicates that employee job satisfaction can be achieved by enhancing the three main variables, such as Mentoring and Counselling Programs, Training and Development Opportunities, and the supervisor's role in managing career. The results of the current study support the theoretical literature (Shujaat, 2013) that emphasizes the importance of Employees being satisfied with the career development activities offered by their organizations. The corporate world has become more competitive, so employees are more conscious of their career development.

The current study revealed that Career development programs are an important tool for enhancing employees' job satisfaction in the banking sector. Moreover, developing career development programs for employees in the banking sector enhanced their successful careers and increased job involvement and satisfaction.

Directions for future research

Finally, this study can identify the determinants of the relationship between career development and job satisfaction with special reference to the private bank in the Ampara district. This study has limitations and offers recommendations for future researchers. This study considers only 26 Questions. And also sample size is 100. Future researchers can get more questionnaires from them. And can take more than 100 samples of people. Some important information may not be disclosed by respondents due to concerns about confidentiality. Future researchers can get more information. Financial problems would arise because the researcher would not have sufficient funds to cover the study's costs. If the future researcher has sufficient funds, they can do more than this. This study will be carried out for a short period to meet the academic calendar deadline. The study covered only references to banking employees in the Ampara district. Hence, the study's findings are applicable only to this bank. Future researchers can do this research with more banks.

Even though the current study's findings provided new insights into the conceptual model, they still offer a direction for future research. Firstly, the objective of the current study was to explore the relationship between career development variables and job satisfaction among bank employees in the Ampara District. Therefore, it did not focus on all Sri Lankan banks. Further, studies may benefit from exploring a wider range of employees across different organizations in Sri Lanka. Future research may focus on the relationship among the determinants of career development in non-profit organizations.

Furthermore, the current study is limited to examining only the influence of three career development factors on employee job satisfaction. Many other factors related to career development were also ignored in the investigation of the proposed model. Therefore, future studies could include the other related factors that influence career development and job satisfaction.

Further, it would be valuable to conduct a future study that compares the current study's results with those used as other acceptable measures of career development. Finally, to improve external validity and increase the generalizability of the results, data should be collected from a larger number of respondents within the organizations. Moreover, the current study focused solely on employees of the private bank sector. However, other career-programming findings could be provided alongside the specific findings of future studies.

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