

Investigating the Impact of Career Development, Organizational Commitment, and Organizational Support on Employee Retention

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ABSTRACT

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This research examines the effect of career development, organizational commitment, and organizational support on employee retention among employees. The sample of 70 employees was selected from a population of 391 employees of a particular university using purposive sampling. A questionnaire was used to collect data on the four variables, which were analyzed using statistical techniques such as validity and reliability testing, multiple regression analysis, hypothesis testing, and coefficient of determination. The results indicate a significant simultaneous effect of career development, organizational commitment, and organizational support on employee retention. These findings support the expectancy theory and the social exchange theory, suggesting that organizations can improve employee retention by providing opportunities for career development, promoting organizational commitment, and providing support to their employees. The study highlights the importance of creating a positive work environment and fostering employee satisfaction for higher levels of employee retention.

Keywords

Career Development

Commitment

Organizational Support

Employee Retention

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Introduction

Good human resources are crucial to the success of higher education institutions (HEIs) for several reasons. Good human resources practices help to create a positive and inclusive workplace culture that supports and motivates employees, encourages collaboration, and enhances job satisfaction [1]-[3]. Good human resources practices provide opportunities for employee development, such as training and professional development programs, which can help employees acquire new skills and improve their performance [3]. Effective human resources management can improve organizational performance by aligning employees' skills and motivations with the institution's goals and objectives [4].

HEIs depend on good human resources to achieve their goals. Good human resources practices contribute to creating a positive and inclusive workplace culture that supports and motivates employees, which can lead to increased job satisfaction and improved organizational performance [2]. HR practices that promote employee development, such as training programs and professional growth opportunities, help employees acquire new skills, improve performance, and align their skills and motivations with the institution's goals [5].

The impact of turnover among staff in HEIs can be significant, leading to several problems [6]. High turnover can result in a loss of expertise, institutional knowledge, and morale, negatively impacting the quality of education and administrative operations [7]-[9]. Replacing staff members is time-consuming and resource-intensive and can result in a decrease in efficiency and reputation. HEIs need to monitor and manage staff turnover by understanding the reasons behind it and implementing strategies to reduce it. Strategies to help HEIs maintain staff retention include offering competitive salaries and benefits [10], providing professional development opportunities [11], encouraging open and effective communication [12], and fostering employee engagement [13]. Providing a supportive work environment that balances work and personal life demands and implementing a fair and effective performance management system can also help improve employee satisfaction, motivation, and retention.

A critical factor in reducing turnover and improving employee satisfaction has a clear career path [14]. When employees understand their career advancement opportunities, they are more likely to feel invested in their work and motivated to stay with the institution. A well-defined career path is essential for increasing employee satisfaction and reducing turnover. Additionally, a strong relationship between career path [14],[15], organizational commitment [16], and organizational support [17] is crucial to the success of a retention program in HEIs. The importance of good HR practices in HEIs must be considered. By implementing good HR practices and addressing issues such as turnover, HEIs can create a positive and inclusive workplace culture, align employees' skills and motivations with the institution's goals, and

improve organizational performance. With a well-rounded HR strategy, HEIs can attract and retain the best employees, create a stable and engaged workforce, and position themselves for long-term success.

When employees understand the steps they need to take to advance in their careers, they are more likely to feel invested in their work and motivated to stay with the institution [18]. Organizational commitment refers to an employee's attachment to, involvement in, and identification with the organization [3],[19]. Employees who feel committed to the organization are more likely to stay with the institution and be motivated to perform their best. Organizational support refers to the extent employees think that the institution values and supports them [4],[17]. When employees feel supported, they are more likely to be satisfied with their jobs and motivated to stay. A retention program's success in HEIs depends on these three factors working together. A clear career path can increase job satisfaction and reduce turnover by providing employees with direction and purpose. Organizational commitment and support can increase job satisfaction and reduce turnover by fostering a sense of belonging and attachment to the institution. Therefore, a retention program in HEIs must consider the interplay between career path, organizational commitment, and organizational support to be successful. By creating a supportive work environment that provides clear career paths, and values, supports employees and fosters organizational commitment, HEIs can improve staff satisfaction and reduce turnover.

A. Research objectives

The research objectives are:

1. To determine the simultaneous effect of career development, organizational commitment, and organizational support on employee retention among employees.
2. To determine the positive effect of career development on employee retention among employees.
3. To determine the positive impact of organizational commitment on employee retention among employees.
4. To determine the positive impact of organizational support on employee retention among employees.

B. Conceptual Model

Fig. 1 show the conceptual model to be analyzed in this study.

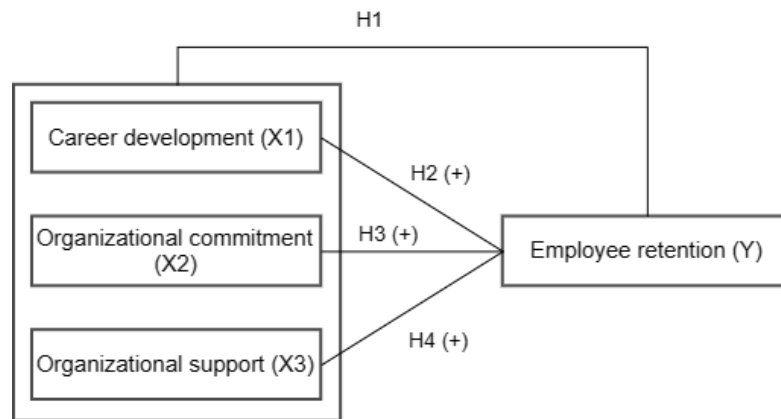


Fig. 1. The conceptual model and hypothesis

Methods

A. Population and Sample

The population in this research is all 391 employees of a particular university. The sample size is 70 employees, which was chosen using a purposive sampling technique based on specific criteria, such as employees who have worked at the university for at least one year. The sample size was determined based on a guideline that suggests the sample size should be at least ten times the number of variables being studied in the research, as there are four variables in this study. The researcher collects data directly or uses primary data obtained directly from the field. The data source is employees who have been working for more than a year at the university obtained from the respondents through a questionnaire containing statements about career development, organizational commitment, organizational support, and employee retention.

B. Data Collection Technique and Instrument

The data collection technique in this research uses a questionnaire or survey by giving written statements to the respondents to be answered. The questionnaire contains several statements from the indicators in the variables of career development, organizational commitment, organizational support, and employee retention. The questionnaire or survey used in this research is a questionnaire that has been used in previous research.

Career development indicators are divided into five categories: job performance, recognition by others, loyalty, mentorship and sponsorship, and growth opportunities. The questionnaire is based on the employee's perceptions and experiences in these areas. It includes consistently performing well according to procedures, being recognized by superiors, feeling loyal to the company, having a mentor or sponsor, and taking advantage of growth opportunities.

The employees' commitment to their organization indicators includes three leading indicators: Affective, Sustainability, and Normative. Affective measures the emotional attachment of the employee to the organization. Sustainability measures the employee's intention to stay with the organization due to financial or practical reasons. Normative measures the employee's belief in loyalty to the company and their view of job-hopping as unethical. Each indicator has several sub-items, such as feeling a sense of comfort at work, pride in being part of the organization, and thinking that loyalty to the company is a principle.

The Indicator of Organizational Support has three items. The first item is Justice, which measures the organisation's fairness in helping employees, responding to complaints, ignoring complaints, and making decisions that benefit the employees. The second item is Support from Supervisors, which measures the degree of supervisor support, such as showing genuine concern, providing guidance, accepting suggestions, and giving feedback. The third item is Organization Rewards and Work Conditions, which measures the fairness of compensation, workload, trust in providing recommendations, and the attention given to employee safety and comfort.

The employee retention indicator assesses employee satisfaction and retention within an organization. The questionnaire is divided into 5 components: organizational, career opportunities, rewards, job design and work relationships. Each element contains several statements that employees are asked to agree or disagree with, for example, "University has a positive culture and values for me" or "University provides competitive compensation for me". The questionnaire is designed to measure employee perceptions of various aspects of their work environment and to help organizations understand areas where they may need to improve to retain their employees.

C. Analysis Technique

The statistical techniques used in this research include validity and reliability testing, multiple regression analysis, hypothesis testing, and coefficient of determination (R-square). The validity of the questionnaire was tested using Confirmatory Factor Analysis (CFA), with items considered valid if their factor loadings were more significant than 0.5. The reliability of the questionnaire was tested using Cronbach's Alpha method, with a value greater than 0.6 indicating reliability. The multiple regression analysis was used to determine the effect of independent variables (career development, organizational commitment, and organizational support) on the dependent variable (employee retention). Hypothesis testing was done using a t-test (partial) and F-test (simultaneous) to determine the significance of the independent variables' effect on the dependent variable. The coefficient of determination (R-square) was

used to measure the ability of the model to explain the dependent variables, with a higher value indicating a better fit.

Results

A. Respondent Characteristics

The respondent information is the frequency (in terms of the number of people) and percentage of various demographic characteristics of a sample of 70 individuals. The first demographic characteristic listed is gender, with 33 individuals identified as male (47.15%) and 37 as female (52.85%). The second characteristic is education, with 14 individuals having completed high school or vocational school (20%), 4 having a D3 degree (5.72%), 47 having an undergraduate degree (67.15%), 3 having a master's degree (4.28%), and 2 having some other form of education (2.85%). The third characteristic is the length of service, with 0 individuals having less than one year of service (0%), 35 individuals having 1-5 years of service (50%), 12 individuals having 6-10 years of service (17.15%), and 23 individuals having more than ten years of service (32.85%). The final characteristic is employment status, with 50 individuals as permanent employees (71.42%) and 20 as non-permanent employees (28.58%).

B. Validity and Reliability

The loading factor of each item determines the study's validity in the statement, which should be more than or equal to 0.50 and without negative values. The results showed that out of 70 statements for all variables, only 30 could be considered valid according to the standard value. The reliability of the study is measured by using the Cronbach Alpha test, where a questionnaire is deemed reliable if the Cronbach Alpha value is more than 0.60. The results showed that all variables (career development, organizational commitment, organizational support, and employee retention) are reliable.

C. Linear Regression

A multiple linear regression analysis was conducted to analyze the impact of career development, organizational commitment, and organizational support on employee retention. The results showed that the regression equation is $Y = 0.081 + 0.537 X_1 + 0.185 X_2 + 0.264 X_3$. The constant coefficient for employee retention (Y) is 0.081, which means that if X₁, X₂, and X₃ are considered 0, then employee retention will be 0.081. The coefficient for career development (X₁) is 0.537, which is positively correlated with employee retention and means that the better the career development, the higher the employee retention in the company. The coefficient for organizational commitment (X₂) is 0.185, which is also positively correlated with employee retention and means that the higher the organizational commitment of employees, the higher the employee retention in the company. Finally, the coefficient for organizational support (X₃) is 0.264, which positively correlated with employee retention. It

means that the higher the organizational support, the higher the employee retention in the company. See Table 1 for the statistical calculation.

Table 1. Linear Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	.081	.281		.288	.774
Career Development (X1)	.537	.074	.827	7.282	.000
Organizational Commitment (X2)	.185	.083	.164	2.245	.028
Organizational Support (X3)	.264	.112	.193	2.368	.021

Employee retention (Y)

D. t-test (Partial Test)

The t-test was used to test the career development variable (X1), organizational commitment (X2), and organizational support (X3) against employee retention (Y). According to Table 1, the t-test results in this study can be explained. For the Career Development Variable, the significance value obtained is 0.000, which means that $0.000 < 0.050$, so it can be concluded that the career development variable partially has a positive and significant effect on employee retention and that H2 is accepted. For the Organizational Commitment Variable, the significance value is $0.028 < 0.050$, so the organizational commitment variable partially has a positive and significant effect on employee retention, which means that H3 is accepted. For the Organizational Support Variable, the significance value is $0.021 < 0.050$, so the organizational support variable partially has a positive and significant effect on employee retention and means that H4 is accepted.

E. F-test

The F-test indicates the simultaneous effect of all independent variables, career development (X1), organizational commitment (X2), and organizational support (X3), on employee retention (Y). According to Table 5.19, the calculated F is 89.313, and the significance value is $0.000 < 0.05$, so the variables of career development, organizational commitment, and organizational support simultaneously have a positive and significant effect on employee retention.

F. Determination Coefficient (R-square)

The determination coefficient aims to determine the contribution of career development (X1), organizational commitment (X2), and organizational support (X3) variables simultaneously on employee retention (Y). From the statistical calculation, the R-square value is 0.802. It means that the variables of career development (X1), organizational commitment (X2), and organizational support (X3) simultaneously have an effect on employee retention (Y)

among employees to the extent of 80.2%, while other variables outside of this study influence the remaining 19.8%.

Discussion

This study aimed to test the effect of Career Development, Organizational Commitment, and Organizational Support on Employee Retention. The first hypothesis statement showed that the independent variables of career development (X1), organizational commitment (X2), and organizational support (X3) simultaneously have a significant effect on Employee Retention (Y) with a significance value of $0.000 < 0.05$. Thus, it states that the independent variables of career development, organizational commitment, and organizational support have a significant simultaneous effect on Employee Retention.

The second hypothesis statement showed that the career development variable has a positive and significant partial effect on Employee Retention with a significance value of $0.000 < 0.050$. Thus, it states that the career development variable has a positive and significant partial effect on Employee Retention because a good career development program can be tailored to meet the needs of each individual based on their capabilities.

The third hypothesis statement showed that the organizational commitment variable has a positive and significant partial effect on Employee Retention, with a significance value of $0.028 < 0.050$. Thus, it states that the organizational commitment variable has a positive and significant partial effect on Employee Retention. Organizational commitment possessed by each employee will enable the employee to recognize an organization where the purpose and expectation are to remain a member and not intend to leave.

The fourth hypothesis showed that the organizational support variable has a positive and significant partial effect on Employee Retention, with a significance value of $0.021 < 0.050$. Thus, it states that the organizational support variable has a positive and significant partial effect on Employee Retention. Organizational support can influence the motivation of employees in their work; with a high level of motivation, employees will give their best performance, which can increase their loyalty to the organization.

This finding can be explained using a combination of three management theories: the Resource-Based View (RBV) of the Firm, the Social Exchange Theory (SET), and the Expectancy Theory (ET). According to the Firm's Resource-Based View (RBV), a firm's resources, capabilities, and competencies play a crucial role in determining its performance and competitiveness [20]-[22]. As an aspect of human resource management, career development is a valuable resource for organizations. When employees have opportunities for career growth and development, they feel valued and recognized, leading to increased job satisfaction [23], motivation [24], and retention [25].

The Social Exchange Theory (SET) states that employees form a psychological contract with their organization, exchanging their skills, knowledge, and time for various rewards and benefits [26]-[28]. Organizational commitment and support are critical components of this psychological contract as they shape employees' perceptions and attitudes towards the organization. When employees feel that their organization is committed to their well-being and provides the necessary support, they are more likely to remain with the organization, leading to higher retention rates [29].

Finally, the Expectancy Theory (ET) argues that employees are motivated to engage in behaviours that lead to desired outcomes [30]-[32]. Employees who believe their efforts will produce positive effects are more likely to be encouraged to perform their best [31]. Career development opportunities [33], organizational commitment [34], and organizational support [35] can influence employees' beliefs and expectations about their future with the organization. If employees believe that their organization supports their career goals and provides them with opportunities for growth and development, they are more likely to stay with the organization, leading to higher retention rates.

This finding highlights the importance of considering multiple factors contributing to employee retention. The simultaneous effect of career development, organizational commitment, and organizational support on employee retention suggests that organizations need to adopt a holistic approach to employee engagement and retention, taking into account the interplay between various factors that shape employees' experiences and perceptions of their organization.

Conclusion

The results of the hypothesis testing indicate a significant simultaneous effect of career development, organizational commitment, and organizational support on employee retention. These findings are consistent with several management theories, including the expectancy and social exchange theories. The expectancy theory suggests that employees are motivated by the belief that their efforts will lead to desired outcomes and that these outcomes are related to their career development. The social exchange theory posits that employees will remain with an organization if they perceive that they are receiving fair treatment and that their needs are being met. The results of this study suggest that organizations can improve employee retention by providing opportunities for career development, promoting organizational commitment, and providing support to their employees. By implementing these strategies, organizations can create a positive work environment and foster employee satisfaction, ultimately leading to higher levels of employee retention.

Conflict of Interest

The authors should declare that there is no conflict of interest.

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