

Effectiveness of Career Development Program on Job Satisfaction and Retention of Employees in a Private University in the Philippines

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ABSTRACT

The main objective of this descriptive-correlational study was to determine the effectiveness of career development program on employee job satisfaction and retention of 35 non-teaching staff drawn from the different colleges at the University of Perpetual Help System Laguna. The study showed that career coaching and mentoring helps employees to work with others more easily and productively. Guidance and counseling help clarify their goals and how it will contribute to the organization's overall goals and objectives and that Career Development Program is mainly a function of Human Resources Department. Likewise, Career planning is an integral part of employee training and development and it helps them identify the skills they need to meet future job requirements, and that job rotation improves employees' planning and organization skills. Furthermore, employees' training program is aligned with their career development. The study also showed that employees are satisfied with their work because they have the opportunity to learn and grow with the organization, likewise employees are willing to stay with the organization because of good opportunities and career growth. The more effective the perceived effect of the company's development program the more satisfied they would be in their training and development, the higher the level of satisfaction, the more the employee agree to the factors affecting employee retention and the more effective their company's career development program the more they agree in career planning and training and development.

Keywords: career development, career planning, training and development, job satisfaction, employee retention,

Career development has increasingly become attractive to organizations that aim at improving performance and productivity. Since the beginning organizations are interested and concerned with career planning of its employees. Employees are one the most valuable assets of an organization, thus it is necessary to retain them for a maximum period of time.

Career development practices are important in ensuring continuous updating and upgrading of employee knowledge, skills, attitudes and competence. It ensures that employees are well developed before they move up to the next higher ladder in the hierarchy. Investing in the development of the careers of the employees is central in the maintenance and development of skills, knowledge and abilities of both individual employees and the organization as a whole. ^[1]

The career planning practice process involves both the organization and the individual responsibility. Career planning is a development practice which involves continuous process

of discovery in which individual develops his own occupational concepts as a result of skills or abilities, needs motivations and aspirations of his own value system. [2] Furthermore, today's dynamic environment requires continuous professional and managerial development consequently stakeholders should put in place a range of structure and processes to support the development of the workforce we need now and in the future. [3].

Career development is one of the key factors influencing employee retention in the organization. How to retain valuable employees is one of the biggest problems that plagued companies in the competitive marketplace. If appropriate employee retention strategies are adopted and implemented by organizations employees will surely remain and work for the successful achievement of organizational goals [4]. Retention factors such as remuneration and benefits, training opportunities, fair and equal treatment, organizational culture [5][6]. Likewise, employee retention is driven by several factors which ought to be managed congruently: organizational culture, strategy, pay and benefit philosophy and career development systems [7].

Job satisfaction denotes a worker's feelings, attitudes and perception about his work environment as well as his relationship with his fellow workers. Work environment and psychological factors such as work place itself, reward, and social security have a direct relationship with job satisfaction [8]. Working conditions, career growth opportunities and development are the key players in the job satisfaction and motivation of employees [9].

Motivational factors regarding organization such as the work itself, achievement sensation, sense of responsibility, recognition, career growth, advancement and development opportunities help employees recognize their value and worth within the organization. These motivators are a source of internal satisfaction which leads to higher satisfaction [10].

Training as part of career development program has positive impact on employee's commitment and productivity, which results in higher levels of job satisfaction. When employees attended to training program, they achieve self-confidence of making their job, they observe career development opportunities, and they think that their companies make an investment in them [11]. As a result of this positive situations, employee satisfaction increases. Authors claimed that job training is an important predictor of employee positive attitudes [12] [13] [14].

This study aims to determine the effectiveness of career development program on employee job satisfaction and retention. It specifically aims to determine the perceived effect of company's career development program relative to coaching and mentoring, career guidance and counseling, career planning, training and development. It also looked at employees' level of job satisfaction and factors affecting employee retention. Further, it delved on the relationship between the perceived effects of the company's career development program and employee's level of job satisfaction as well as the relationship between the perceived effects of the company's career development program and the factors affecting employee retention.

METHODS

In order to collect data from the members of the given population and determine the effectiveness of career development program on job satisfaction and retention of non-academic staff at the University of Perpetual Help System of Laguna, a descriptive correlation methodology was used. The goal of this design is to get a picture of the current thoughts, feelings or behaviors in a given group of people. The respondents of the study were 35 non-

teaching staff from various departments and college of UPHSL. The study utilizes the convenience sampling technique.

A standardized questionnaire was prepared in accordance with the current situation and was used for the purpose of collecting the needed primary data. A total of 40 indicators on different internal and external variables was constructed to identify the effectiveness of career development program on job satisfaction and retention of employees. Some of those questions were adopted from different researches on job satisfaction and some are results of focused group discussions with employees from various departments. After corrections were made, it was personally administered by the researcher. The questionnaire was then presented to the panel of experts for validation. After corrections were made, it was personally administered by the researcher.

Approval was secured from the department head. Consent was secured from the respondents and the objectives of the study was explained, and confidentiality was observed. The study used primary data that were collected through self-administered questionnaire. The questionnaire is one of the most appropriate data-gathering instrument for the descriptive research study. The questionnaires were retrieved, tallied, statistically treated, analyzed and interpreted. To measure the effectiveness of the company's development program, the 4 point Likert Scale was used. To measure the employees' level of job satisfaction and the factors affecting the employees' retention the 4 point Likert Scale was used.

Weighted mean was used to determine the perceived effect of company's career development program, respondents' level of job satisfaction and factors affecting employee retention. Pearson r was used to determine if there is a significant relationship between the perceived effects of the company's career development program and employee's level of job satisfaction, the relationship between the employees' level of job satisfaction and the factors affecting employee retention and the relationship between the perceived effects of the company's career development program and employees' retention.

RESULTS AND DISCUSSIONS

Table 1
Perceived Effect of Company's Career Development Program
in terms of Coaching and Mentoring

Indicators	Weighted Mean	Interpretation	Rank
1. My organization facilitates career talk to each employee,	4.83	Effective	4
2. Career coaching and mentoring helps me to accept and to adapt to change,	4.57	Effective	6
3. Career coaching and mentoring helps me to work with others more easily and productively.	5.23	Effective	1
4. Career coaching and mentoring motivate and empowers me to excel.	5.09	Effective	2
5. Career coaching and mentoring in our organization enhances my communication skills in dealing with my department head and co-workers.	4.91	Effective	3
Average Weighted Mean	5.01	Effective	

Table 1 shows the perceived effect of company's career development program in terms of coaching and mentoring. All indicators fell within the range of 4.83 to 5.23 and all obtained a

verbal interpretation of effective. The result shows that career coaching and mentoring helps the respondents to work with others more easily and productively and it obtained a weighted mean of 5.23. Next in ranking is career coaching and mentoring motivate and empowers respondents to excel obtained a weighted mean of 5.09. The study further shows that coaching and mentoring enhances the respondents' communication skills in dealing with their department head and co-worker and it obtained a weighted mean of 4.91.

The study also shows that the organization facilitates career talk to each employee, and that career coaching and mentoring helps employees to accept and to adapt to change, they obtained a weighted mean of 4.83 and 4.57 respectively.

An average weighted mean of 5.01 was obtained with a verbal interpretation of effective. This means that career coaching and mentoring helps employees to work with others more easily and productively.

Table 2
Perceived Effect of Company's Career Development Program
in terms of Career Guidance and Counseling

Indicators	Weighted Mean	Interpretation	Rank
1. Career guidance and counseling is an important function of our HRD.	5.06	Effective	1.5
2. Career guidance and counseling helps me develop a positive self-concept.	5.03	Effective	3.5
3. Career guidance and counseling in our organization helps me clarify my purposes and mission at work.	4.91	Effective	5
4. Career guidance and counseling helps me clarify my goals and how it contribute to the organization's overall goals and objectives.	5.06	Effective	1.5
5. Career guidance and counseling gives me sense of career direction.	5.03	Effective	3.5
Average Weighted Mean	5.02	Effective	

Table 2 shows the perceived effect of company's career development program in terms of guidance and counseling. Indicators career guidance and counseling is an important function of HRD and career guidance and counseling helps respondents clarify their goals and how it contributes to the organization's overall goals and objectives obtained a weighted mean of 5.06.

Both indicators career guidance and counseling help respondents develop a positive self-concept and career guidance and counseling gives respondents a sense of career direction obtained a weighted mean of 5.03. It is about encouraging and promoting professional development based on existing capabilities and potential for improvements. A weighted mean of 4.91 was obtained by indicators career guidance and counseling in their organization helps them clarify their purposes and mission at work.

All indicators got a verbal interpretation of effective and an average weighted mean of 5.02. This means that career guidance and counseling help employees clarify their goals and how it contributes to the organization's overall goals and objectives and that it is a function of HRD

Table 3
Perceived Effect of Company's Career Development Program
in terms of Career Planning

Indicators	Weighted Mean	Interpretation	Rank
1. Formal discussion on career development are usually done before decisions are made.	4.83	Effective	5
2. Career planning is an integral part of employee training and development.	4.94	Effective	1.5
3. Career planning helps me to develop a roadmap that will help me upgrade my skills.	4.91	Effective	3
4. Career planning assesses my current level of competency.	4.86	Effective	4
5. Career planning helps me to identify skills I need to meet future job requirements.	4.94	Effective	1.5
Average Weighted Mean	4.90	Effective	

Table 3 shows the perceived effect of career development program in terms of career planning. A weighted mean of 4.94 was obtained by indicators career planning is an integral part of employee training and development and career planning helps respondents to identify skills they need to meet future job requirements.

Ranked second is indicator career planning helps employees to develop a roadmap that help them upgrade their skills got a weighted mean of 4.91. Career planning assesses employees' current level of competency got a weighted mean of 4.86. And a weighted mean of 4.83 was obtained by indicator formal discussion on career development are usually done before decisions are made.

An average weighted mean of 4.90 was obtained and all indicators were verbally interpreted as effective. This means that career planning is an integral part of employee training and development and it helps them identify the skills they need to meet future job requirements

Table 4
Perceived Effect of Company's Career Development Program
in terms of Job Rotation

Indicators	Weighted Mean	Interpretation	Rank
1. Job rotation helps me gain more experience working with various departments.	4.57	Effective	3.5
2. Job rotation helps me utilize my talents from wide range of work.	4.60	Effective	2
3. I do not experience boredom and stress working with different groups.	4.46	Effective	5
4. Job rotation enhances my interpersonal skills.	4.57	Effective	3.5
5. Job rotation improves my planning and organizing skills.	4.69	Effective	1
Average Weighted Mean	4.58	Effective	

Table 4 shows the perceived effect of company's career development program in terms of job rotations. The study shows that job rotation improves respondents planning and organizing

skills, it obtained a weighted mean of 4.69 and also job rotation helps respondents utilized their talents from wide range of work obtained a weighted mean of 4.60

Also the study showed that both indicators job rotation helps respondents gain more experience working with various departments and job rotation enhances respondents' interpersonal skills achieved a weighted mean of 4.57. The study further revealed that the respondents do not experience boredom and stress working with different groups and it obtained got a weighted mean of 4.46. Respondents agreed that job rotation is an effective tool in career development program.

An average weighted mean of 4.58 was obtained and was verbally interpreted as effective. This means that job rotation improves employees' planning and organization skills. Job rotation encourage employees to gain enthusiasm and improve their morale in work environment [15].

Table 5
Perceived Effect of Company's Career Development Program
in terms of Training and Development

Indicators	Weighted Mean	Interpretation	Rank
1. There is a regular training in our organization.	4.71	Effective	3
2. Upgrading knowledge and skills through training is encouraged in our organization.	4.69	Effective	4
3. Training program is aligned with my career development.	4.83	Effective	1
4. Sufficient budget and time is allocated for training and development in our organization.	4.74	Effective	2
5. Every employees have equal opportunity to attend training.	4.66	Effective	5
Average Weighted Mean	4.73	Effective	

Training enhances employees' skills and competence as well as their overall performance. The findings presented in Table 5 shows the perceived effect of company's career development program in terms of training and development. It shows that the training program in the organization is effective and it is aligned with employees' career development, it obtained a weighted mean score of 4.83. Respondents also agreed that sufficient budget and time is allocated for training and development in our organization with a weighted mean of 4.74.

The study further established that there is a regular training in the organization, upgrading knowledge and skills through training is encouraged in the organization, and that every employee has equal opportunity to attend the training, a weighted mean of 4.71, 4.69 and 4.66 was obtained respectively. Respondents perceived training and development as an effective approach in their company's career planning program.

An average weighted mean of 4.73 was obtained and was interpreted as effective. This means that employees' training program is aligned with their career development [16].

Table 6
Employees' Level of Job Satisfaction

Indicators	Weighted Mean	Interpretation	Rank
I am satisfied with my work because.....			
1. i have the opportunity to learn and grow in our organization.	3.63	Very High	1
2. my work develop my skills and knowledge.	3.51	Very High	2
3. it helps me frame my career path.	3.49	High	3
4. i have clearly established my career path in our organization.	3.46	High	4
5. i can consider having a long term career in this organization.	3.37	High	5
Average Weighted Mean	3.49	High	

Table 6 shows the employees' level of job satisfaction. Indicators I have the opportunity to learn and grow in the organization and the work develop employees' skills and knowledge obtained a weighted mean of 3.63 and 3.51 respectively, both was verbally interpreted as very high. Indicators I can consider having a long term career in this organization, I have clearly established my career path in our organization, and it helps me frame my career path, got a weighted mean of 3.37, 3.46 and 3.49 respectively, and all was verbally interpreted as high.

Table 6 obtained a weighted average mean of 3.49 which was verbally interpreted as high, this means that employees are satisfied with their work because they have the opportunity to learn and grow with the organization.

Table 7
Factors Affecting Employee Retention

Indicators	Weighted Mean	Interpretation	Rank
I am willing to stay in this organization because of.....			
1. good opportunities for career growth	3.29	Agree	1
2. congenial and conducive work environment	3.20	Agree	4
3. regular review of remuneration	3.14	Agree	8
4. good retirement plans	3.26	Agree	2
5. strengthened employee motivation	3.20	Agree	4
6. rewards and recognition	3.17	Agree	6.5
7. management support in higher education	3.17	Agree	6.5
8. attractive benefits	3.00	Agree	9.5
9. job flexibility	3.20	Agree	4
10. organizational commitment	3.00	Agree	9.5
Average Weighted Mean	3.16	Agree	

The study showed that all respondents agreed that all indicators are the reasons why they are willing to stay in the organization. Good opportunities for career growth ranked first with a weighted mean of 3.29. Ranked second is good retirement plans with a weighted mean of 3.26.

Congenial and conducive work environment, strengthened employee motivation and job flexibility ranked 4th with a weighted mean of 3.20.

Ranked 6.5 are indicators rewards and recognition and management support in higher education obtained a weighted mean of 3.17. Employees often see pay as a reflection of how management views their contribution to the organization. Regular review of remuneration ranked 8th with a weighted mean of 3.14. Lastly, indicators attractive benefits and organizational commitment obtained a weighted mean of 3.0. A weighted mean of 3.16 and a verbal interpretation of Agree was obtained. This means that employees are willing to stay in the organization because of good opportunities and career growth.

Table 8
Relationship Between the Perceived Effects of the Company’s Career Development Program and Employees’ Level of Job Satisfaction

Variables	Pearson r	p value	Interpretation
Coaching and Mentoring	-0.020	0.909	Not Significant
Career Guidance and Counselling	0.211	0.224	Not Significant
Career Planning	0.092	0.601	Not Significant
Job Rotation	-0.096	0.583	Not Significant
Training and Development	0.574	0.000	Significant

0.01 level of significance

Table 8 presents the relationship between the perceived effects of the company’s career development program and employees’ level of job satisfaction. For the relationship between the perceived effects of the company’s career development program and employees’ level of job satisfaction in terms of coaching and mentoring, career guidance and counseling, career planning and job rotation, P values of 0.909, 0.224, 0.601 and 0.583 were obtained respectively which were higher than the 0.01 level of significance which shows that there is no significant relationship. A P value of 0.000 was obtained in training and development which is lower than 0.01 level of significance. This shows the significant relationship between the perceived effects of the company’s career development program and job satisfaction training and development program. This means that the more effective the perceived effect of the company’s development program the more satisfied they would be in their training and development.

Table 9
Relationship Between the Employees’ Level of Job Satisfaction and Factors Affecting Employee Retention

Variables	Pearson r	p value	Interpretation
Level of Job Satisfaction and Factors Affecting Job Retention	0.633	0.000	Significant

0.01 level of significance

The table shows the relationship between the employees’ level of job satisfaction and factors affecting employee retention. A P value of 0.000 was obtained which is lower than 0.01 level of significance. This shows a significant relationship which means that the higher the respondents’ level of satisfaction, the more they agree to the factors affecting their retention

Table 10
Relationship Between the Perceived Effects of the Company's
Career Development Program and
Factors Affecting Employee Retention

Variables	Pearson r	p value	Interpretation
Coaching and Mentoring	0.143	0.412	Not Significant
Career Guidance and Counselling	0.250	0.148	Not Significant
Career Planning	0.396	0.018*	Significant
Job Rotation	0.142	0.417	Not Significant
Training and Development	0.459	0.000**	Significant

*0.05 level of significance

**0.01 level of significance

The table shows the relationship between the perceived effects of company's career development program and employee retention. For coaching and mentoring, career guidance and counselling, and job rotation, P values of 0.412, 0.148, 0.417 were obtained respectively which show no significant relationship. For career planning and training and development, P values of 0.018 and 0.000 were obtained which were lower than 0.05 and 0.01 level of significance respectively. This means that the more effective the respondents' company's career development program the more they agree in career planning and training and development as the factor affecting their retention [17].

CONCLUSIONS

Based on the study conducted the following conclusions were drawn: career coaching and mentoring helps employees to work with others more easily and productively, guidance and counseling helps clarify goals and helps contribute to the organization's overall goals and objectives. Likewise, career development program is mainly a function of Human Resources Department. Career planning is an integral part of employee training and development and it helps them identify the skills they need to meet future job requirements. Job rotation improves employees' planning and organization skills. Employees' training program is aligned with their career development. Employees are satisfied with their work because they have the opportunity to learn and grow with the organization, likewise employees are willing to stay with the organization because of good opportunities and career growth. The study also concluded that the more effective the perceived effect of the company's development program the more satisfied the employees would be in their training and development and that the higher the level of satisfaction. The more the employee agreed to the factors affecting employee retention and the more effective their company's career development program the more they agree in career planning and training and development.

FUTURE DIRECTIONS

The study proposes UPHL to look for other career development practices that will help create more growth opportunities for its non-academic staff. Organization can also facilitate the exploration of goals, as well as clarifying developmental needs. Organization can also utilize the expertise of experienced employees; they can help make less experienced employees move up to speed.

Likewise the study proposes UPHL to encourage employee feedback so that employees can comfortably speak out their comments and suggestions about the improvement they need, this

challenge will spark creativity by getting them to focus on why they do their jobs and how they can work smarter. And if possible reward excellence, this will inspire employees to do their best work.

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