



CAREER DEVELOPMENT, JOB SECURITY AND EMPLOYEE RETENTION: AN EMPIRICAL STUDY OF SELECTED PRIVATE UNIVERSITIES IN OGUN STATE NIGERIA

Magaji, N. 

Department of Business Administration and Marketing, School of Management Sciences,
Babcock University, Ilishan-Remo, Ogun State, Nigeria
magajin@babcockuniversity.edu.ng, magajin@babcock.edu.ng

Akpa, V.O.

Department of Business Administration and Marketing, School of Management Sciences,
Babcock University, Ilishan-Remo, Ogun State, Nigeria

Ogundiwin, I.J.

Department of Business Administration and Marketing, School of Management Sciences,
Babcock University, Ilishan-Remo, Ogun State, Nigeria

Abstract

Employee retention globally has become a problem of concern to the management and employees of private universities. Also, Private universities in Nigeria, especially Ogun state and their employees are faced with the same problem and this is as a result of poor career development and lack of job security. This study examined the effect of career development and job security on employee retention of selected private universities in Ogun State, Nigeria. A survey research design was adopted. The population was 1550 academic staff of the selected universities and the sample size was 647. Data were analysed using descriptive and inferential statistic. The findings revealed that career development has a significant positive effect on employee retention ($\beta = 1.226$; $R^2 = 0.662$, $p < 0.05$), and there exists a positive relationship between job security and employee retention of selected private universities ($R = 0.628$,

$p < 0.05$). The study concludes that career development and job security have significant effect on employee retention. The study recommended that the management of these five selected private universities should engage more in career development and job security to create an ambience in the work environment that will encourage employee retention.

Keywords: Career development, Employee retention, Job security, Job satisfaction, Career planning

INTRODUCTION

Employee retention has been a thing of concern to higher educational institutions around the world and in Nigeria and Ogun state in particular. These concerns have become problematic as a result of the growing importance of education in shaping future leaders who will champion economic development and growth. Educational institutions depend on skills of competent workforce to thrive (Njanjobea, 2016). Employee retention is the organizational goal of keeping talented employees and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees, and providing career development, job security, competitive pay and healthy work-life balance (Guan, Yeh, Chiang, & Huan, 2020; Lee, 2017). The strength of an organisation lies within the human resource department to ensure the efficiency of its practices in selection, training, employee motivation and retention of its employees (Mursalin & Aisyah, 2017). The challenges of career development in the Nigerian educational sector have led early and mid-career employees to begin to consider resigning as there are no clear career paths for them (Eme, Uche & Uche, 2014). Oftentimes due to these challenges, well-deserving employees are not given opportunities for training and development due to organizational politics, nepotism, greed and discrimination on the grounds of gender, race or ethnicity (Anekwe, Ndubuisi-Okolo 2018). Furthermore, it is observed that there is low productivity in educational institutions as a result of a lack of proper mentoring and self-development (Gjedia & Gardinier, 2018).

Career development is the lifelong process of managing learning, work, leisure and transitions in order to move towards a personally determined and evolving preferred future. According to Çıgdem and Belgin (2014), administrators and school management need to understand that they cannot obtain good performance from academic staff in a platform where both personal career management and organizational career development practices are absent or conflicting. Osibanjo, Oyewunmi and Ojo (2014) added that career development is not a new issue, but the controversial aspect of it, is who should be responsible for its implementation. Umar, Shamsudin, Subramaniam and Johari (2013) discovered that the lack of proper career

development in universities leads to frustration and reduces productivity among academic staff, and therefore affects the tendency for their retention in such universities eventually.

Job security is the assurance based on the structure and nature of the work that an individual will remain on his or her job for a longer period. Job security in a university is crucial for an academic staff in terms of keeping his or her job or finding a new one, and is also important for the employers since it enables them to keep academic staff or find new ones (Saif & Adnan, 2019). Job security in a university is an important factor in social life as well as in working life because it gives academic staff the assurance of being able to work for a long period and earning an income for the up keeping of their family. Observable in the Nigerian educational environment is that people settle for less when it comes to job conditions because they are afraid that it will be impossible or difficult to get another one (Costa & Neves, 2016; Evans, 2016; Dhuryana, & Hussain, 2018). Shoss, Jiang and Probst (2018) indicated that the effect of job insecurity is not restricted to work settings alone but can also be detrimental to the behaviour of the academic staff out of work settings which might likely have an effect on the larger society.

According to studies (Reuben, 2019; Adedoyin, Exodus, Okere, & Okafor, 2018), Nigeria has roughly 75 private institutions (46 percent of the total number of universities). Despite the growing competition among these private institutions to gain acceptance and a competitive edge, several private universities in Nigeria are attempting to boost employee commitment in the current unstable and uncertain Nigerian business climate (Ekeagbara, Ogunnaike, Ibadunni, & Kehinde, 2019). Many private university personnel still exhibit negative behavioural outcomes such as low productivity, non-commitment, and low citizenship behaviour, according to Muchai, Makokha, and Namusonge (2018), which has impacted their performance toward the sector's aims. Uwanah, N. C., Eteete and Mark toh (2019) also claim that teacher productivity in Nigeria is low. According to Odor, Martins-Emesom, and Bakwuye (2019), most private university staff in Nigeria are inefficient in their service delivery, as seen by the high number of unemployable graduates that graduate on an annual basis.

The effect of career development on employee productivity, job satisfaction, performance and motivation has been researched by various researchers (Khadijetou 2016; Kefelegn 2016). It was suggested from past literatures that further studies should fill the gap by conducting studies on career development and employee retention of academic staff in private institutions in Nigeria (Osibanjo, Oyewunmi & Ojo 2014; Umar, Shamsudin, Subramaniam & Johari 2013; Chang, Morahan, Magrane, Helitzer, Lee, Newbill, & Cardinali, 2016). In the Nigerian university environment, Hassan, Baharom and Mutalib (2016) observed that academic staff are not given the required attention in terms of career development. In most cases they are

not sent for training as at when due, and when they are sent, the required financing for such trainings and conferences will not be adequate (Ojediran, 2016). Adenike (2011) discovered academic staff are not given the required attention in terms of perceived organizational support. These issues therefore contribute to poor performance and productivity in terms of research, community service, teaching and eventual intention to leave the organization. Similarly, job security is another area of concern for workers in the Nigerian educational sector. Academic staff carryout their jobs in the anticipation of the fact that there are risks, thereby implying that the feeling of job insecurity only occurs in the case of involuntary job loss. The feeling of job insecurity has been largely heightened among academic staff by its widespread observance among various organizations in Nigeria even in the educational subsector. Universities sometimes due to the present economic situation and uncertainty in issues of profitability and survival have laid off workers (Joungtrakul, 2019). This therefore, created fear and uncertainty among those still employed. In a nation where the unemployment rate is as high as 25%, job loss is a serious cause for psychological trauma among Nigerians. According to Aramide, Adebisi & Aderibigbe (2013), job insecurity reflects a fundamental and involuntary change concerning continuity and security within the employing organization. Therefore, it becomes a cause of worry for academic staff to either look for the exit door before they are thrown out or decide to accept low job conditions in order to secure their daily living. They become less committed to their jobs and their chances of being retained in the organization become very slim. This study therefore, based on the problems discussed above investigated the effect of career development and job security on the employee retention of selected private universities in Ogun State, Nigeria.

REVIEW OF LITERATURE

Career Development

The term 'career' in the context of the workplace can be seen most simply as the sequence of work experiences an employee may have over time. Work experiences may involve moving from one job to another, but also the changing nature of work within a single job and the experience of working on different projects. (Navern, Quraisha, & Anis, 2015). According to Navern, Quraisha and Anis (2015), career development is the lifelong process of managing progression in learning and work. The quality of this process significantly determines the nature and quality of individuals' lives: the kind of people they become, the sense of purpose they have, the income at their disposal. It also determines the social and economic contribution they make to the communities and societies of which they are part. Career development holds out the possibility of growing critical skills within the organisation, which are often not available

on the external labour market; of improved deployment of people in jobs where their talents are well used; of an improved ability to attract good people and possibly retain them; and of improved flexibility in the workforce and therefore the ability to respond to business change (Scott & Sims, 2017). Ayogu (2015) saw career as a design, tailored for individuals to undertake and the end can be predicted. However, Mengistu (2016) saw career from a deeper perspective, he argued that career is a by-product of job and job is any activity individuals get into in order to get paid, and jobs do not lead individuals to anywhere. While career is seen as a continuous and progressive behaviour display by individuals moving through a journey or path that leads to a predicted or known ultimate end. Kamau and Kamara (2017) defined career development as an organized planning method used to match employee goals with the business needs of an organization. They further stated that it consists of activities undertaken by the individual employees and the organization to meet career aspirations and job requirements. According to Munjuri (2011), there are multiple advantages of career development to organization such as retaining top talent, boosting engagement and productivity, strengthening the succession pipeline, generating knowledge transfer and retention, filling internal skill and role gaps and creating positive employer branding.

Job Security

Job Security is the feeling employees enjoy working for the company without fear of adverse effects on self-image (Basharat et al., 2019; Tobias & Jochen, 2019). Individuals have a habit of feeling safe at work in a dependable workplace environment. Employees can be encouraged by ensuring a work situation in which the intellect of employees supports the generation, promotion and realisation of inventive ideas in addition to concepts. It is expected that leaders and supervisors in the workplace will play an immense role in shaping job security. As an advantage, job security should inspire the standard of correspondence, prompting the commitment of employees to help the relationship achieve its goals, just as the desire to expand efforts to benefit the association would be seen and compensated. In comparison, if people cannot trust other members of the organization, the workplace will be perceived as ambiguous, unpredictable and threatening (Yang, Jin, Fu & Li, 2019; Sabbir et al., 2018). On the other hand, once employees feel low association support, their immersion in enhancement will be conical. Trustworthiness therefore, largely influences the secure perception of the workplace environment (Basharat et al., 2019; Matti & Kristi, 2018). Besides the interaction history, cognitive trust is built on knowledge about the trustee. In the same way, employees who felt more experience of job security and enhanced needs-supplies suitable in addition to increased creativity.

According to Gharib, Kahwaji and Elrasheed (2017), job security can be viewed as the employment certainty from organizations that their employees will remain with them for a long period of time without being wrongly dismissed. Job security is defined as the assurance in an employee's job continuity due to the general economic conditions in the country (Maryatmi, 2020). It is the assurance from the company or organization that their employees will remain with them for a reasonable period of time without being wrongly dismissed (Lucky, Minai, & Rahman, 2013). It is concerned with the possibility or probability of an individual keeping his/her job (Adebayo & Lucky, 2012). It deals with the chances of employees keeping their jobs in order not be unemployed (Eruh, Mohd, & Hamzah, 2013). Jobs which are not backed by indefinite contract or cannot be guaranteed for reasonable periods are deemed to lack job security. It is also seen as the employees being free from the fear of being dismissed from his/her present employment or job loss. It is the assurance from the company or organization that their employees will remain with them for a reasonable period of time without being wrongly dismissed (Kraja, 2015).

Employee Retention

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time (Haider, Rasli, Akhtar, Yusoff, Malik, Aamir, & Tariq, 2015). Employee retention is the ability to keep employees within an organization for the longer period of time. Talent retention is of critical importance for companies shifting from start-up to fast growth. Keeping the best people closest to the organization's core competencies is important. The purpose of retaining employees is to avoid turnover cost. Organizations must retain the people who perform and have competencies and skills that match the business' core talent needs (Nasir & Mahmood, 2018). Organizations with effective employee participation practices (direct and indirect) have more positive attitudinal outcomes (commitment, job and pay satisfaction, retention). When employees have effective role in devising policies and decisions within their organization, leaving the organization can become difficult for them (Ojasalo & Tahtinen, 2016). In developing countries like Pakistan, which offer limited financial compensation to their employees, employee participation practices could be an effective tool to retain employees (Hussain, Khan, & Hussain, 2020).

Employee retention refers to the techniques and procedures employed in the management of valuable employees to ensure that they do not leave their jobs (Johennesse & Chou, 2017). It details the steps taken to motivate and encourage employees to stay in the greatest possible working circumstances for as long as possible (Ambrosius, 2018). Because talent retention is critical, skilled and knowledgeable staff must be hired and managed properly.

This is critical since many businesses undervalue the expense of replacing personnel (Thiriku & Were, 2016). Benchmark inspections, temporary labour costs, training costs, and personnel entry charges are all examples of costs. Other unintended consequences include missing deadlines, a loss of organisational knowledge, lower morale, and bad customer perceptions of the company's image. For these reasons, many businesses place a high importance on retaining valuable employees. Employers who do not carefully manage employee retention risk understaffing and employee inefficiencies, which can have a direct impact on a company's competitiveness, success, and long-term viability (Narayanan, Rajithakumar, & Menon, 2019).

EMPIRICAL REVIEW

Career Development and Employee Retention

Empirically, career development practice help workers comprehend their thought processes, their qualities, and how they may add to organization, for instance in the study of Khadijetou (2016) on the effect of career development programs on employee retention in international non-governmental organizations, it revealed that career development programs affect employee retention. Pillay, Dawood and Karodia (2015) found that career development had a highly positive correlation with employee engagement and service quality. Also, it was established that organizational Career planning is a fundamental human resource policy in NGOs. The study further revealed that Career counselling is a fundamental human resource policy in NGOs. Similarly, Kefelegn (2016) examined the effect of career development on staff motivation and retention. Descriptive and explanatory analysis was used. The study employed survey research design and revealed that among other things, low chances of promotion and a marked lack of opportunities regarding career paths was revealed. The study revealed that there is lack of recognition for skills and accomplishments, staff at levels do not benefit from career advancement. It was revealed, through the study, that the inflexible organizational structure, poor policies on promotion, and favouritism were responsible for lack of career advancement after the reform. The study identified setting clear and transparent policies on promotion and free and fair competition for promotion as a few of the strategies that could minimize constraints to career advancement. Omerzel and Gulev (2016) empirically deduced that organizations need to adopt the development of employees so as to foster a sound organizational memory. This will in turn enable employees to develop capabilities needed to remember what had previously worked as well as what previously failed. This will enhance sound and prompt execution of tasks as organizational information can be retrieved to enhance better employee performance.

Job Security and Employee Retention

Researchers have shown that job security induces retention of workers. Davy, Kinicki and Scheck (2015) discovered that job security significantly related to employee retention. Ashford, Lee and Bobko (2015) examined the impact of job insecurity on organizational commitment, job satisfaction, and job performance. Even though it is questionable whether job insecurity has an impact on job performance, it is certain that job insecurity has led to reduced commitment and reduced satisfaction. Abbeglen (2016) maintained that a high commitment level of Japanese workers was due to a strong sense of job security, which originated from the unique Japanese employment system, such as lifetime employment and the seniority system. Mosaybian and Jafari (2017) examined the relationship between job security and organizational commitment. They employed correlation technique and it was observed that there is a significant relationship between job security and organizational commitment. They concluded that the success of any organization is due to its human resources and also satisfying related needs which are depended upon job security. Imran, Majeed and Ayub (2015) studied the impact of organizational justice, job security and job satisfaction on organizational productivity. The study employed descriptive statistics and regression technique. The study found that employees' job security plays a very important role to enhance employee job commitment to the organization and in the end, organizational productivity will be increased. They asserted that job security, job satisfaction and organizational justice, the productivity of any organization can be increased. Similarly, Jimenez and Didona (2017) investigated the perceived job security and its effects on job performance. They employed quantitative research method and correlation technique. The study found that there is a significant positive correlation between the perception of job security and job performance and this means that the more secure an employee feels at a job, the better he or she will perform. They asserted that strong benefits package, probability of advancement, employee participation in the provision and status of the employment, and opportunity for personal growth and development may all play a significant role in the employees' perception of job security, and turn, have an impact on employee commitment.

THEORETICAL REVIEW

Job Embeddedness Theory

Job embeddedness was first introduced by Mitchell, Holtom, Lee, Sablinski, Erez (2001) in an effort to improve traditional employee turnover models. According to these models, factors such as job satisfaction and organizational commitment and the individual's perception of job alternatives together predict an employee's intent to leave and subsequently, turnover. Job

embeddedness is the collection of forces that influence employee retention (Shibiti, 2019). It can be distinguished from turnover in that its emphasis is on all of the factors that keep an employee on the job, rather than the psychological process one goes through when quitting (Akgunduz & Sanli, 2017). The scholars who introduced job embeddedness described the concept as consisting of three key components (links, fit, and sacrifice), each of which are important both on and off the job. Job embeddedness is therefore conceptualized as six dimensions: links, fit, and sacrifice between the employee and organization, and links, fit and sacrifice between the employee and the community (Yam, Raybould, & Gordon, 2018).

According to Mitchell and Lee (2001), job embeddedness theorises that employee will stay in a company as long as the incentives to stay match or exceed their expectations. Employees' decisions to stay or go are influenced by their job embeddedness. Individuals who are immersed in their jobs are less inclined to leave the company, which has a beneficial impact on their performance. Employees establish a network of connectedness and interactions on and off the job as they participate in their professional and communal lives (Coetzer, Inma, Poisat, Redmond, & Standing, 2018). Organizations should guarantee that their employees are job-embedded because this will prevent them from leaving, resulting in employee retention. Through the three characteristics of employment embeddedness: linkages, fit, and sacrifice, human resource practitioners should aim to guarantee that people are embedded in their jobs (Holtom & Darabi, 2018).

The links dimension describes the employee's interactions with other members of the organisation. Educational institutions can manage links by assigning mentors to staff, allowing students to work in groups, and encouraging teamwork. Coworkers, work groups, mentors, friends, relatives, and so on are examples. Employees that have many connections inside their institution and community are more embedded and would find it more difficult to quit (Ferreira, 2017). Employees will be more committed to their jobs if they have good relationships at work, which may be achieved by having them work in teams. The second dimension of fit refers to an employee's compatibility with their work and in the workplace. When an employee decides to quit an organisation, he or she will experience and bear sacrifice. When an employee leaves the company, he or she will forfeit fascinating initiatives, appealing benefits and compensation, the opportunity to work with colleagues with whom they have grown close, and promotion opportunities. As a result, job embeddedness is advantageous to organisations when it comes to maintaining employees because it allows them to understand why people choose to stay, allowing them to develop retention tactics that are tailored to their needs (Lyu & Zhu, 2019).

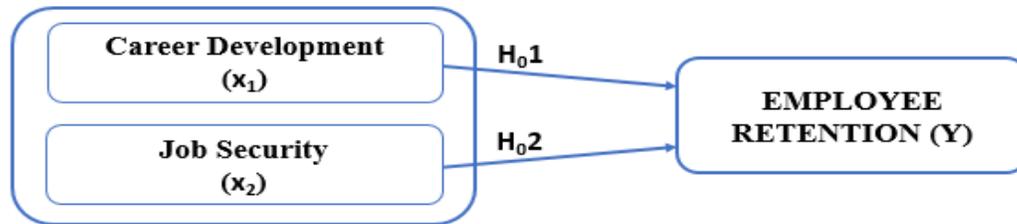


Figure 1. Conceptual Model

METHODOLOGY

The study focused on the evaluation of the effect of career development and job security on employee retention of selected private universities in Ogun State, Nigeria (Babcock, Covenant, Bells, Crawford and Crescent Universities). The study adopted a quantitative methodology, the design was survey research design. A total of 647 sample size was given from the population of 1550 academic staff in these universities through the use of Taro Yamane formula. The study adopted the simple random sampling technique in sampling the respondents from the selected universities. An adapted and validated questionnaire was used to gather primary data from the respondents. Cronbach's Alpha and Kaiser-Meyer-Olkin (KMO) test were used to test the validity and reliability of the data from the pilot study. Descriptive analysis and inferential analysis using simple regression analysis and the Pearson Product Moment Correlation test were used to test the hypothesis.

RESULTS & DISCUSSIONS

Regression analysis

Table 1: Summary of Regression Result for the Effect of Career Development on Employee Retention in Selected Private Universities in Ogun State, Nigeria

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.004	1.081		8.329	.000
	Career Development	1.226	.036	.814	33.779	.000

$R = 0.814$, $R^2 = 0.662$, $P < 0.05$ alpha.

a. Dependent Variable: Employee Retention

Interpretation

The results in the table above shows that career development has significant effect on employee retention in selected private universities in Ogun State Nigeria ($\beta = 1.226$, $t = 33.779$,

$p < 0.05$). This suggests that career development significantly predicted employee retention in selected private universities in Ogun State Nigeria. The results also shows that career development explained about 66.2% of the variance in employee retention in selected private universities in Ogun State Nigeria ($R^2 = 0.662$, $p < 0.05$). The findings imply that Career Development is a determinant of employee retention in selected private universities in Ogun State Nigeria. The equation found for the regression was the following:

$$ER = 9.004 + 1.226 CD \dots\dots\dots (eq. i)$$

Where:

ER = Employee Retention, CD = Career Development

The regression equation illustrated in the table has established that taking career development and all factors into account all other factors held constant employee retention increased 9.004. Findings also showed that with all other variables held at zero, a unit increase in Career development yielded a 1.226 change in Employee Retention in selected private universities in Ogun State Nigeria. Which implies that an increase in career development will subsequently increase employee retention in selected private universities in Ogun State Nigeria. Thus, the null hypothesis which states that Career development does not significantly affect employee retention in selected private universities in Ogun State Nigeria is not accepted.

Discussion

The findings of this hypothesis confirm that career development significantly affects employee retention in the selected private universities in Ogun State. The work of Tangthong and Agahi (2018) empirically established that employee development is the most crucial Human Resource Management function in the organization and it refers to developing employees and organization's abilities as a whole. In support of this findings, Khadijetou (2016) found that career development programs affect employee retention. Also, He established that organizational Career planning is an important fundamental human resource policy. Adeoye and Egwake(2019) found out that career development had effect on talent retention in private and public universities in Ogun state. Pillay, Dawood and Karodia (2015), discovered that career development has a highly positive correlation on employee motivation and intention to stay with an organization. Similarly, Kefelegn (2016) examined the effect of career development on staff motivation and retention. Descriptive and explanatory analysis was used. Furthermore Wane (2013), confirmed that career development programs significantly affects employee retention. Nivern, Quraisha and Anis (2015), established that career development has a significant relationship with staff motivation. Osibanjo, Oyewunmi, Ojo (2014), confirmed that career development practices such as reward, recognition, skills, promotion had positive impact on

organizational growth. Soares and Mosquera (2021) in their study concluded that career management practices such as mentoring, job posting, career planning, and performance review have a significant impact on employee engagement. Shujaat, Aftab, Sana and Ahmed (2013) agreed that there is a positive relationship between career development and job satisfaction, which leads to increased employee retention. However, Kaya and Ceylan (2014) on the other hand, found in their study that career development programs in organizations do not affect the level of employee's job satisfaction and retention. Omerzel and Gulev (2016) empirically deduced that organizations need to adopt the development of employees so as to foster a sound organizational memory. This will in turn enable employees to develop capabilities needed to remember what had previously worked as well as what previously failed. This will enhance sound and prompt execution of tasks as organizational information can be retrieved to enhance better employee performance.

Correlation analysis

Table 2: Pearson Product Moment Correlation between Job security and Employee Retention in Selected Private Universities in Ogun State, Nigeria

		Job security	Employee retention
Job security	Pearson Correlation	1	.628
	Sig. (2-tailed)		.000
	N	584	584
Employee retention	Pearson Correlation	.628**	1
	Sig. (2-tailed)	.000	
	N	584	584

*. Correlation is significant at the 0.05 level (2-tailed).

Interpretation

Table 2 presents results of Pearson product moment correlation coefficient on the relationship between job security and employee retention in selected private universities in Ogun State Nigeria. The result shows that the correlation between job security and employee retention is strong, positive and significant ($r = 0.628$, $p < 0.05$). The significance value for relationship between job security and employee retention was 0.000. Which implies that there is a significant relationship between job security and employee retention in selected private universities in Ogun State. This also, implies that an increase in job security will leads to an

increase in employee retention in selected private universities in Ogun State. Therefore, the null hypothesis which states that there is no significant relationship between job security and employee retention of academic staff in selected private universities in Ogun State Nigeria is hereby rejected.

Discussion

The analysis of this hypothesis revealed that a significant relationship exists between job security and employee retention in the selected private universities in Ogun State. This finding is in agreement with other empirical findings in literature. Davy, Kinicki and Scheck (2015) discovered that job security significantly related to employee retention. Abbeglen (2016) maintained that a high commitment level of Japanese workers was due to a strong sense of job security, which originated from the unique Japanese employment system, such as lifetime employment and the seniority system. Mosaybian and Jafari (2017) examined the relationship between job security and organizational commitment. They employed correlation technique and it was observed that there is a significant relationship between job security and organizational commitment. They concluded that the success of any organization is due to its human resources and also satisfying related needs which are depended upon job security. Imran, Majeed and Ayub (2015) studied the impact of organizational justice, job security and job satisfaction on organizational productivity. The study found that employees' job security plays a very important role to enhance employee job commitment to the organization and in the end, organizational productivity will be increased. Ashford, Lee and Bobko (2015) showed that even though it is questionable whether job insecurity has an impact on job performance, it is certain that job insecurity has led to reduced commitment, reduced satisfaction and retention. Ismail (2015) ascertained that there is a significant positive impact of job insecurity on intention to quit. Which implies that job security has a significant positive impact on employees' decision to remain in an organization, that is, employee retention. This finding was in agreement with the research by Khan, Nawaz, Aleem and Hamed (2012), in their study also discovered that job safety/ security significantly related to retention and performance. Abdullah and Ramay (2012), reported a significant positive relationship between job security and organizational retention of employees. This certifies that job security induces employee retention in any work situation. In other words, employees who perceive threat of job security may become less committed to the organization they are working for and may decide to quit the job. Similarly, Imenez and Didona (2017) investigated the perceived job security and its effects on job performance. They employed quantitative research method and correlation technique. The study found that there is a significant positive correlation between the perception of job security and job performance and

this means that the more secure an employee feels at a job, the better he or she will perform. They asserted that strong benefits package, probability of advancement, employee participation in the provision and status of the employment, and opportunity for personal growth and development may all play a significant role in the employees' perception of job security, and turn, have an impact on employee commitment. Davy, Kinicki and Scheck (2015), discovered in their research that job security significantly related to employee retention. This view was also supported by Akpan (2013), who revealed that both job security and job satisfaction jointly had a significant effect on organizational commitment and consequently on employee retention.

CONCLUSION AND RECOMMENDATIONS

The study concludes that career development and job security have significant effect on employee retention. The study recommends that the university administration should ensure that career development practices policies are properly enforced so as to create an ambience in the work environment. Also employee job security should be adequately provided for their employees. This will provide sense of self belonging and commitment to their employers which will lead to employee retention. This study was limited to the Private Universities in Ogun State, this has provided opportunities for future researchers, hence limitation of generalizability of results. Further studies can be carried out in the public universities or other sectors to examine how career development and job security affects employee retention.

REFERENCES

- Adeoye , S.O & Egwake, A.J. (2019). Career development and talent retention in private and universities in Ogun State, Nigeria. *International journal of Innovative and Advance Studies (IJIRAS)*. 6(4).
- Abbeglen, J. (2016). *21st Century Japanese management: New systems, lasting values*. Tokyo: Nihon Keizai Shimbun.
- Abdullah, A., & Ramay, M. I. (2012). Antecedents of organizational commitment of banking sector employees in Pakistan. *Serbian Journal of Management*, 7(1), 89-102.
- Adebayo, O. I., & Lucky, O. I. E. (2012). Entrepreneurship development and national job security. In *Proceedings of the LASPOTTECH SM National Conference on National Job Security*, Main Auditorium, Isolo Campus, Lagos. June 25th-26th.
- Adedoyin, O. A., Exodus, K. A., Okere, W., & Okafor, L. I. (2018). Training and development and organisational performance: Standpoint from private tertiary institutions in Nigeria. *Journal of Economics, Management and Trade*, 21(12), 1-10.
- Adenike A. (2011) Organizational Climate as a Predictor of Employee Job Satisfaction: Evidence from Covenant University. *Business Intelligence Journal*, 4(1), 192-218.
- Akgunduz, Y., & Sanli, S. C. (2017). The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels. *Journal of Hospitality and Tourism Management*, 31, 118-125.
- Akhtar, C. S., Aamir, A., Khurshid, M. A., Abro, M. M. Q., & Hussain, J. (2015). Total rewards and retention: Case study of higher education institutions in Pakistan. *Procedia-Social and Behavioral Sciences*, 2(10), 251-259.
- Akpan, C. (2013). Job security and job satisfaction as determinants of organizational commitment among university teachers in Cross River State, Nigeria. *British Journal of Education*, 1(2), 82-93.

- Ambrosius, J. (2018). Strategic talent management in emerging markets and its impact on employee retention: Evidence from Brazilian MNCs. *Thunderbird International Business Review*, 60(1), 53-68.
- Aramide, K. ., Adebisi, S. ., and Aderibigbe, K. . (2013). Impact of Job Insecurity , Role Perception and Self Efficacy on Bankers ' Affective Wellbeing. *Journal of Humanities and Social Science*, 16(1), 59–67.
- Ashford, S. J., Lee, C., & Bobko, P. (2015). Content, causes, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 3(2), 803-829.
- Ayogu, D. (2015). *Emotional intelligence and implication for career development in selected Federal Universities in South East, Nigeria*. Being Thesis Submitted in the Department of Management Faculty of Business Administration, University of Nigeria, Enugu Campus in Partial Fulfilment of the Requirements for the Award of Doctor of Philosophy (Ph.D) in Management.
- Baharin, N. L., & Hanafi, W. N. W. (2018). Effects of Talent Management on Employee Retention: A Case Study of Hospitality Industry. *Global Business & Management Research*, 10(3), 1- 13.
- Basharat Mehmood, D., & Zafar, I. Emotional Intelligence of University Employees: Role of workplace bullying and psychological distress. *International Journal of Organizational Leadership*, 8(1), 95-111.
- Chang, S., Morahan, P. S., Magrane, D., Helitzer, D., Lee, H. Y., Newbill, S., & Cardinali, G. (2016). Retaining faculty in academic medicine: the impact of career development programs for women. *Journal of Women's Health*, 25(7), 687-696.
- Çiğdem, K., & Belgin, C. (2014). An empirical study on the role of career development programs in organizations and organi-zational commitment on job satisfaction of employees. (Business Administration Department, İstanbul Arel University, İstanbul).
- Coetzer, A., Inma, C., Poisat, P., Redmond, J., & Standing, C. (2018). Job embeddedness and employee enactment of innovation-related work behaviours. *International Journal of Manpower*.
- Costa, S., & Neves, P. (2017). Job insecurity and work outcomes: The role of psychological contract breach and positive psychological capital. *Work & Stress*, 31(4), 375-394.
- Davy, J., Kinicki, A., & Scheck, C. (2015). A test of job security's direct and mediated effects on withdrawal cognitions. *Journal of Organizational Behavior*, 18(1), 323-349.
- Davy, J., Kinicki, A., & Scheck, C. (2015). A test of job security's direct and mediated effects on withdrawal cognitions. *Journal of Organizational Behavior*, 18(1), 323-349.
- Dhuryana, A. S., & Hussain, F. (2018). The effecting job security and work load on job satisfaction of teachers among higher education institution in Southern Punjab. In *Proceedings of the 3rd International Conference on Emerging Trends in Engineering, Management and Sciences*. 4(1), 1-16.
- Ekeagbara, J. A., Ogunnaike, O. O., Ibidunni, A. S., & Kehinde, B. E. (2019). Competitive Strategies in Higher Education: Scale Development. *Review of Economic and Business Studies*, 12(1), 79-93.
- Eme, O. I., Uche, O. A., & Uche, I. B. (2014). Pension Reform Act 2014 and the future of pension administration in Nigeria. *Arabian Journal of Business and Management Review (Oman Chapter)*, 4(2), 156-163.
- Esuh O. L., Mohd, S. M. & Hamzah A. (2013). Impact of Job Security on the Organizational Performance in a Multiethnic Environment. *Research Journal of Business Management*, 7(9), 64-70.
- Evans, M. (2016). Job security: A fair go for university staff. *Advocate: Journal of the National Tertiary Education Union*, 23(3), 18-21.
- Falatah, R., Almuqati, J., Almuqati, H., & Altunbakti, K. (2021). Linking nurses' job security to job satisfaction and turnover intention during reform and privatization: A cross-sectional survey. *Journal of Nursing Management*. 58(1), 35-44.
- Ferreira, A. I. (2017). Leader and peer ethical behavior influences on job embeddedness. *Journal of Leadership & Organizational Studies*, 24(3), 345-356.
- Gharib, M. N., Kahwaji, A. T., & Elrasheed, M. O. (2017). Factors affecting staff retention strategies used in private Syrian companies during the crisis. *International Review of Management and Marketing*, 7(2), 202-206.
- Gjedia, R., & Gardinier, M. P. (2018). Mentoring and teachers' professional development in Albania. *European Journal of Education*, 53(1), 102-117.
- Guan, X., Yeh, S. S., Chiang, T. Y., & Huan, T. C. T. (2020). Does organizational inducement foster work engagement in hospitality industry? Perspectives from a moderated mediation model. *Journal of Hospitality and Tourism Management*, 43, 259-268.

- Haider, M., Rasli, A., Akhtar, C. S., Yusoff, R. B. M., Malik, O. M., Aamir, A., & Tariq, F. (2015). The impact of human resource practices on employee retention in the telecom sector. *International Journal of Economics and Financial Issues*, 5(1), 63-69.
- Hassan, A. I., Baharom, M. N., & Mutalib, R. A. (2016). Administrative barrier and career advancement of female academic staff in Nigerian universities. *International Journal of Management Research and Reviews*, 6(7), 887-902.
- Holtom, B. C., & Darabi, T. (2018). Job embeddedness theory as a tool for improving employee retention. In *Psychology of retention* (pp. 95-117). Springer, Cham.
- Hussain, A., Khan, M. A., & Hussain, J. (2020). Interplay of organizational commitment and turnover intention in academic sector. *Review of Economics and Development Studies*, 6(2), 401-412.
- Imran, R., Majeed, M., & Ayub, A. (2015). Impact of organizational justice, job security and job satisfaction on organizational productivity. *Journal of Economics, Business and Management*, 3(9), 840-845.
- Ismail, A. (2015). Job insecurity, burnout and intention to quit. *International Journal of Academic Research in Business and Social Sciences*, 5(4), 310-324.
- Jimenez, H., & Didona, T. (2017). Perceived Job Security and its Effects on Job Performance: Unionized VS. NonUnionized Organizations. *The International Journal of Social Sciences and Humanities Invention*, 4(8), 3761-3767.
- Johennesse, L. A. C., & Chou, T. K. (2017). Employee Perceptions of Talent Management Effectiveness on Retention. *Global Business & Management Research*, 9(3), 31-48.
- Joungtrakul, J. (2019). Thai higher education in crisis: Lay off of university staff on the way. *Journal of Business Administration and Social Sciences Ramkhamhaeng University*, 2(1), 1-16.
- Kamau, N. N., & Kamara, M. (2017). Influence of career development practices on employee retention in public universities in Kenya: A case of technical university of Kenya. *The Strategic Business and Change Journal of Management*, 4(3), 510 – 522.
- Kaya, C., & Ceylan, B. (2014). An empirical study on the role of career development programs in organizations and organizational commitment on job satisfaction of employees. *American Journal of Business and Management*, 3(3), 178-191.
- Kefelegn, M. E. N. G. I. S. T. U. (2016). The Effect Of Career Development On Staff Motivation In Ethio Telecom At Addis Ababa. *Journal of Business and Management*, 16(1), 1-13.
- Khadijetou, W. (2016). Effect of Career Development programs on employee retention in international nongovernmental organizations in Kenya. *A research project submitted in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA), School of Business, and University of Nairobi, Kenya.*
- Khan, A. H., Nawaz, M. M., Aleem, M., & Hamed, W. (2012). Impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan. *African journal of business management*, 6(7), 2697-2705.
- Kraja, G. (2015). Job security and performance: Case study of the Albanian public administration. *Academic Journal of Interdisciplinary Studies*, 4(2), 19-34.
- Lee, T. S. (2017). Employee retention and job performance attributes in private institutions of higher education. *International Journal of Business and Administrative Studies*. 3(5), 158-165.
- Lucky, E. O. I., Minai, M. S., & Abdul Rahman, H. (2013). An empirical examination of the effect of entrepreneurs' biological makeup on the firm performance. *International Business Management*, 7(3), 127-134.
- Lyu, Y., & Zhu, H. (2019). The predictive effects of workplace ostracism on employee attitudes: A job embeddedness perspective. *Journal of Business Ethics*, 158(4), 1083-1095.
- Maryatmi, A. S. (2020). Job Satisfaction as a Mediator of Career Development and Job Security for Well-Being. *International Journal of Innovation, Creativity and Change.*, 12(3), 271-282.
- Mengistu, K. (2016). *The effect of career development on staff motivation in ethio telecom at Addis Ababa*. Research Paper Submitted To Addis Ababa University School of Commerce in Partial Fulfilment of the Requirements for the Award of a Master of Arts Degree of Human Resources Management (MAHRM).
- Meriläinen, M., & Kõiv, K. (2018). Bullying and an unfavourable working environment. *International Journal of Workplace Health Management*. 11(3), 159 – 176.

- Mitchell, T. R.; Holtom, B. C.; Lee, T. W.; Sablinski, C. J.; Erez, M. (2001). "Why People Stay: Using Job Embeddedness to Predict Voluntary Turnover". *The Academy of Management Journal*, **44** (6): 1102–1121. CiteSeerX 10.1.1.318.8054. doi:10.2307/3069391. JSTOR 3069391.
- Mosaybian, N., & Jafari, M. (2017). The study of relationship between job security and organizational commitment. *Arabian Journal of Business and Management Review (Oman Chapter)*, **6**(8), 5-17.
- Muchai, H. W., Makokha, E. N., & Namusonge, G. (2018). Effects of remuneration system on organizational performance of teachers' service commission, Kenya. *European Journal of Business and Management*, **10**(11), 132-141.
- Munjuri, R. M. (2011). *Factors affecting career advancement and employee retention in insurance industries in Kenya* (Doctoral dissertation, University of Nairobi).
- Mursalina, A., & Aisyah. (2017). The aftermath of deal and change leadership on individual lecturers' job comfort and individual lecturers' task achievement in Panca Bhakti University, Pontianak. *International Journal of Business and Administrative Studies*, **3**(3), 112-119.
- Narayanan, A., Rajithakumar, S., & Menon, M. (2019). Talent management and employee retention: An integrative research framework. *Human Resource Development Review*, **18**(2), 228-247.
- Nasir, S. Z., & Mahmood, N. (2018). A study of effect of employee retention on organizational competence. *International Journal of Academic Research in Business and Social Sciences*, **8**(4), 408-415.
- Navern, P., Quraisha, D., & Anis, M. K. (2015). The Relationship between career development and staff motivation in the South African petroleum Sector: A case study of a Durban refinery. *Arabian Journal of Business and Management Review*, **3**(2), 1-51.
- Ndubuisi-Okolo Purity, U. (2018). Strategies for achieving sustainable development in Nigeria: The nexus. *International journal of academic research in business and social sciences*, **8**(6), 168-180.
- Njanjobea, I. L. (2016). *An investigation into talent management and employee retention in the higher education sector of South Africa: a case of the Durban University of Technology* (Doctoral dissertation).
- Odor, H. O., Martins-Emesom, J. N., & Bakwuye, C. O. (2019). Recruitment and Selection Practices in Higher Institutions of Learning in Nigeria. *International Journal of Human Resource Management*, **30**(1), 101–114.
- Ojasalo, J., & Tähtinen, L. (2016). Integrating open innovation platforms in public sector decision making: Empirical results from smart city research. *International Journal of Human Resource Management*, **5**(2), 301-326.
- Ojediran, I. A. (2016). Philosophical Relevance of Physics Teacher Education Curricula in South Western Nigerian Universities to Senior Secondary School Physics Curriculum. *Journal of Education & Social Policy*, **3**(1), 74-86.
- Omerzel, D. G., & Gulev, R. E. (2016). Knowledge resources and competitive advantage. *Managing Global Transitions*, **9**(4), 335-345.
- Osibanjo, O., Oyewunmi, A., Abiodun, A., & Oyewunmi, O. (2019). Quality of work-life and organizational commitment among academics in tertiary education. *International Journal of Mechanical Engineering and Technology*, **10**(2), 418-430.
- Osibanjo, O.A., Oyewunmi, A.E., & Ojo, S.I. (2014). Career Development as a Determinant of Organizational Growth: Modelling the Relationship between these Constructs in the Nigerian Banking Industry. *American International Journal of Social Science*, **3**(7), 67-76.
- Pillay, N., Dawood, Q., & Karodia, A. M. (2015). The relationship between career development and staff motivation in the South African petroleum sector: A case study of a Durban refinery. *Arabian Journal of Business and Management Review*, **2**(3), 1-51.
- Saif, A., & Adnan, M. (2019). Effect of Job Security and Governance on Teacher's Job Satisfaction of Higher Educational Institutions in Southern Punjab. *Information Management and Business Review*, **11**(1), 40-50.
- Samat, M. F., Hamid, M. N., Awang, M. A. S., Juahari, W. M. I. F. W., Ghazali, K. A., & Nawi, F. A. M. (2020). The relationship between career development, compensation, job security, work environment and employee loyalty. *e-Academia Journal*, **9**(1), 192-204.
- Scott, C. L., & Sims, J. D. (2017). Workforce diversity career development: A missing piece of the curriculum in academia. In *Discrimination and Diversity: Concepts, Methodologies, Tools, and Applications* (pp. 513-534). IGI Global.
- Shibiti, R. (2019). Satisfaction with retention factors in relation to job embeddedness of public school teachers. *SA Journal of Human Resource Management*, **17**(1), 1-9.

- Shoss, M. K., Jiang, L., & Probst, T. M. (2018). Bending without breaking: A two-study examination of employee resilience in the face of job insecurity. *Journal of occupational health psychology, 23*(1), 112-127.
- Shujaat, S., Sana, S., Aftab, F., & Ahmed, I. (2013). Impact of career development on employee satisfaction in private banking sector Karachi. *Journal of Management and Social Sciences, 9*(2), 01-08.
- Soares, M. E., & Mosquera, P. (2021). Linking career management practices with individual outcomes: The mediating role of perceived employability. *Journal of Business Research, 124*, 547-559.
- Tangthong, S., & Agahi, H. (2018). The Effects of Human Resource Management Practices on Employee Service Quality in Thailand's Chained-Brand Hotels. *IOSR Journal of Business and Management, 20*(3), 56-71.
- Thiriku, M., & Were, S. (2016). Effect of talent management strategies on employee retention among private firms in Kenya: A case of Data Centre Ltd–Kenya. *International Academic Journal of Human Resource and Business Administration, 2*(2), 145-157.
- Umar, T. R., Shamsudin, F. M., Subramaniam, C., & Johari, J. (2015). Actual Voluntary Turnover, Job Embeddedness, Pay Satisfaction and Moderating Effect of Perceived alternative Job Opportunities: Data Screening and Preliminary Analysis. *International Journal of Academic Research in Business and Social Sciences, 5*(10), 175–187. <https://doi.org/10.6007/IJARBS/v5-i10/1861>
- Uwannah, N. C., Eteete, M. A., & Mark, O. G. (2019). Work Environment, Compensation and Teachers' Productivity: Evidence from Ogun State, Nigeria. *European Journal of Scientific Research, 154*(1), 83–93.
- Wane, K. (2016). *Effect of career development programs on employee retention in international non governmental organizations in Kenya* (Doctoral dissertation, University of Nairobi).
- Wulan, I. P., & Zani, A. Y. P. (2019). The effect of work assessment achievement and career development to work productivity through work satisfaction:(a Study of Educational Institutions in Depok). *Journal of Research in Business, Economics, and Education, 1*(1), 32-45.
- Yam, L., Raybould, M., & Gordon, R. (2018). Employment stability and retention in the hospitality industry: Exploring the role of job embeddedness. *Journal of Human Resources in Hospitality & Tourism, 17*(4), 445-464.
- Yang, Q., Jin, G., Fu, J., & Li, M. (2019). Job insecurity and employees taking charge: The role of global job embeddedness. *Social Behavior and Personality: an international journal, 47*(4), 1-12.