

## Career Trajectory and Employees' Retention in Selected Public University Teaching Hospitals in South-South Nigeria

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### Abstract

The study investigated the impact of career trajectory on employee retention in public university teaching hospitals in South- South Nigeria. A cross-sectional survey research design method was adopted. Out of 357 questionnaires administered to nurses and doctors, a total of 313 questionnaires were retrieved representing 87.7% return rate. The data collected were subsequently subjected into both descriptive and multiple regression analysis. Findings revealed a positive significant relationship between organisational support and employees retention ( $\beta=0.281$ ,  $t = 2.651$ ,  $P = 0.008 < 0.05$ ) and equally, a positive significant relationship between organisational commitment and employees' retention ( $\beta = 0.678$ ,  $t = 6.385$ ,  $P = 0.000 < 0.05$ ). This study suggested among others that hospital management should promote career development, staff welfare, and staff wellness in order to motivate personnel to stay with the hospitals.

**Keywords:** Career Trajectory, Organisational Support, Organisational Commitment, Employees' Retention, Public University, Teaching Hospitals.

### Introduction

Globally, employees are believed to be human resources whose importance can never be overemphasised. This is because of their roles in ensuring organisational success and performance. To guarantee their effectiveness, human resource department needs to place them where their potentials can be fully utilised. In a situation where their performance fall behind expectation, training becomes imperative to enable them fit in otherwise, may result to involuntary turnover. On the other hand, many employees who are dissatisfied due to inability of the company to meet their needs sometimes quit voluntarily.

Recently, voluntary turnover is a common occurrence in Nigerian health sector. Many healthcare workers are keenly interested in travelling out the country for better job opportunities (Kareem, 2021). The challenge with this is shortage of manpower in the healthcare sector, loss of profit, poor performance and general brain drain (Osibanjo, Oyewunmi, & Ojo, 2014). To retain these assets, Human Resource Department must put strategies and policies in place. The ability of organisation to retain its employees for a long period of time is referred to as employee retention (Houssein, Singh & Arumugan, 2020). In order to maintain an organisation's sustainability, employee retention is recognised as a process that encourages and motivates resources to stay with it for a considerable amount

of time (Gorde, 2019). The benefits of employees' retention are enamouring; it ranges from saving of costs of recruitments and training, efficiency, to retention of company's knowledge, uninterrupted customers services, reduction of attrition and regaining efficiency (Gorde, 2019).

However, employee retention can be encouraged by interplay of factors (Das & Baruah, 2013). One of such is career trajectory. In the context of this study, career trajectory is synonymous to career advancement or career development which entails the strong desire or action to get further knowledge and expertise to help staff members realise their career goals (Ntadom, Atueyi & Jacobs, 2021). Career trajectory may involve planning; hence it is often times referred to as career path and it is conceptualised as a series of successive job or occupational changes that arise during an employee's work life experiences -These changes might be vertical or horizontal (Obeidat, Al-Omari & Aljawarneh, 2022). According to (Houssein et al, 2020) a person's professional growth encompasses all aspects of their life, not simply their profession. They claimed that the environment, interactions, and transformation of the employee are essential components of career growth.

One major factor that is capable of encouraging employee retention of healthcare workers in Nigeria is organisational support. Studies have shown a positive relationship between organisational support and employee retention. Perceived organisational support has been found to be a predicate to behaviours including performance, satisfaction, retention, and commitment (Mohammed & Ali, 2016). There exists a connection between organisational support and work satisfaction as well as job retention (Maan, Abid, Butt, Ashtaq & Ahmed, 2020). Organisational support, according to (Kularathne & Seneviranthne, 2020) is the degree to which workers believe that their employers value their contributions and services to the company as well as their well-being. Members of the organisation hold the view that employees' needs are met, and that their efforts and good work toward the success of the company are valued and encouraged (Ates, Mert & Turgut, 2017). According to the organisational support theory, employees' attitudes and behaviours are positively impacted when they perceive that their employers value them and expect them to provide their best efforts in return (Bohassan & Mohammad, 2021). Employees are motivated to remain in any organisation that appreciate and value their efforts towards the attainment of organisational goals and objectives.

Worthy of notice is the fact that organisational commitment plays a significant role in enhancing employees' retention. Committed organisational members have high level of participation and performance (Faloye, 2014). Organisational commitment involves efficiency and effectiveness, goal congruence, job satisfaction, loyalty, accepting correction and emotional attachment to the company (Dewi & Nurhayati, 2021). There are three kinds of organisational commitments; Affective, Continuance and Normative. Employees with affective commitment rarely quit. Therefore, it is easy to retain employees with affective commitment. This is because they are productive and will strive towards ensuring organisational success. It is important, the organisation value and compensate these workers because their exit will cause adverse effect to the organisation.

## Statement of the Problem

Globally, the health sector has witnessed serious attrition among healthcare workers in the past quinquennium. The outbreak of covid-19 pandemic and global competition in the health sector coupled with poor growth prospect or lack of career advancement due to inadequate or poor organisational and organisational commitment may be responsible for this high rate of turnover and associated brain drain prevalent in the health sector. It is surprising to discover that employees' enthusiasms for job they fought for or lobbied to get dies down after a while as they seek employment elsewhere especially outside the country thereby causing serious shortages, stress, burnout and even more turnover in those hospitals they left behind resulting from overload. The Nigeria population is approximately 200 million and there is only one nurse for every 1,660 patients. The nurse-patient ratio recommendation according to World Health Organisation (WHO) is 1 nurse for every 4 patients whereas Nigeria has about one nurse to 60 or 80 patients. Doctors are no exception as World Health Organisation (WHO) puts the doctor-Patient ratio at 1:600 standard as against Nigeria standard put at 1:10,000 patients.

The attitude of most employees in the health sector towards their patients and hospitals are becoming unbearable. They display nonchalant attitude and are no longer diligent and committed to their duties and organisations or hospitals. This negligence may have led to the death of many patients and now force others into seeking medical attention abroad. Though the cause may not be unconnected to career trajectory, the rate at which their enthusiasms fade after getting these jobs are worrisome and dangerous considering the importance of the sector.

However, despite the sensitive nature of the health sector, the Nigeria healthcare workers are no longer attached to their work. Those who are physically attached are mentally or psychologically detached from their jobs and this has made an average Nigerian to form the notion that the healthcare system of the country is in comatose. This may be the resultant effect of dearth of healthcare workers due to disengagement and subsequent attrition which has become a norm in the country.

It is rather unfortunate that the contributions of most Nigeria healthcare workers are not valued neither are their wellbeing taken care of by their employers or the hospital management. Most worrisome is the fact that Nigeria healthcare system lack organisational support for career or professional development. The question now is, where will the motivation to continue with the employment come from when the workers needs are not valued and their contributions to organisational success not appreciated and rewarded?

Career trajectory or career growth has attracted much scholarly attention with little attention being given to employee retention. This is perhaps worrisome because despite of the high rate of attrition in the healthcare system, scholarly attentions are diverted to other sectors of the economy such as banking, manufacturing, educational, oil and gas, private and public etc. with little or no attention to health sector where voluntary turnover has become a normal daily routine. Most studies on the topic were carried out in other

countries, not necessarily developed countries alone but other developing nations and their findings may not be a true reflection of the Nigeria economy or business environment. Despite the strategies taken by government at various levels, policy makers and hospital managements to curb the menace of turnover and brain drain that are prevalent in the Nigerian health sector, the number of healthcare professionals who quit their jobs increase on weekly basis hence this study on the effect of career trajectory on employees' retention in selected public university teaching hospitals in south-south Nigeria.

### **Objectives of the Study**

The general objective of this study is to examine the effect of career trajectory on employees' retention in selected public university teaching hospitals in south-south Nigeria. However, the specific objectives are to;

- i. examine the effect of organisational support on employees' retention.
- ii. investigate the effect of organisational commitment on employees' retention

### **Research Questions**

This study was guided by the following research questions;

- i. What is the effect of organisational support on employees' retention?
- ii. To what extent does organisational commitment affect employees' retention?

### **Research Hypotheses**

The following null hypotheses guided the conduct of the study;

**H<sub>01</sub>:** There is no significant effect of organisational support on employees' retention.

**H<sub>02</sub>:** There is no significant effect of organisational commitment on employees' retention.

## **Review of Literature**

### **Conceptual Review**

#### **Concept of Career Trajectory**

The terms "career" and "trajectory" are combined to form the term "career trajectory." Depending on the individual, the term "career" might mean different things (Osibanjo, et al, 2014). Simply put, a career is the sequence of work roles and activities that employees take on to improve their lives, whether they are paid or not, as long as it creates possibilities for work and shows how those roles relate to their broader life responsibilities (Career Development Institute, 2017). Conversely, a moving object's trajectory is its course as it moves from one point to another (Collins English Dictionary and Thesaurus, 2020). A person's career trajectory may indicate the path or course that their career will eventually take. Growth, development, and advancement are all associated with trajectory. Hence, a career trajectory can be defined as the individual employee's career path as they go from one role to another, from one business to another, or from one stage of their professional life to another. According to (Erdogan & Baurer, 2011), the term "career trajectory" can also refer to "career advancement," "career growth," or "career development."

A person's career trajectory, also known as development, is the series of courses they take or projects they work on to reach their professional peak (Dewi & Nurhayati, 2021). In many businesses or organisations, career trajectory plays a critical role in employee retention and organisational effectiveness since it lowers the expense of hiring new employees, on boarding them, and reduce brain drain (Osibanjo, et al, 2014). In order to help employees fulfil their career goals, it entails a strong desire or action to get further knowledge and experience (Ntadom, et al, 2021). Because career trajectory may entail planning, it is often referred to as a career path (Obeidat, et al, 2022).

As employees are the lifeblood of an organisation, training and promotion of employees based on career hierarchies must be ensured (Purnomo, Utami & Gill, 2022). Career development may not be limited to the employees' acquisition of skill and experiences for greater responsibilities or higher roles within the organisation; it also involves a sequence of programs provided by the organisation to enable the employees climb the ladder of the organisational hierarchy. The positive impact of these developmental programs provided by the organisations give the employees the feelings that they are valued and important to the organisation (Kasdorf & Kayaalp, 2021).

### **Concept Organisational Support**

Perceived organisational support (POS) is a crucial aspect of employee-organisation relationships, proposed by American psychologist Robert Eisenberger in the mid-80s. It refers to employees' perceptions of their employers' attention to their needs and contributions, and their feelings of value for their wellbeing, (Dawley, Houghton & Bucklew, 2010). Organisational support is essential in understanding employee relationships (Wang & Wang, 2020). Perceived organisational support refers to the belief that employees' needs are respected and their efforts appreciated for organisational success (Ates, et al, 2017). This support is based on Organisational Support Theory, which suggests that individuals form a global belief about their employer's favourability or unfavourability towards employees (Maan, et al, 2020). When employees feel cared for and supported, they perform better (Chem, Hao, Ding, Li & Liang, 2019).

However, perceived organisational support improves employees' commitment to the organisation and enhances their socio-emotional needs (Maan, et al, 2020). This support should blend organisational socialisation into social identity and reinforce employees' perception that recognition and compensation increase performance (Abuo-Moghli, 2015). Employers should care about employees' wellbeing, and employees should reciprocate through dedication, commitment, and loyalty to improve overall organisational performance. Perceived organisational support includes moral support, recognition, promotion, and provision of necessary tools. Therefore, companies that care about their employees improve the overall perception of support (Wang & Wang, 2020). Perceived organisational support is influenced by four factors. According to (Alfisyahri, Etikariena & Gatari, 2017), this include; fairness, organisational reward and job condition, supervisor support, and co-worker support. Fairness, equity, and justice are key to gaining employees'

confidence. Human resource management practices and policies also impact employees' perceptions of the organisation's commitment. Therefore, fair and just policies and procedures can enhance employee support.

Moreover, the reward system and job condition significantly influence employees' perception of their organisation. A better reward system and job condition lead to increased motivation and improved performance (Ibrar & Khan, 2015). Rewards can be tangible or intangible, such as cash bonuses or praise, and are influenced by the company's perceived enviable behaviour. Designing effective reward systems requires fair differentiation standards and consistency with the organisation's context. Rewards should align with the firm's strategy, attracting and retaining employees with the necessary skills and abilities for achieving strategic goals (Abubakar, Esther & Angonimi, 2020).

Reward systems are essential for employees to contribute significantly to an organisation's income (Al-Nagbi, Yusoff & Ismail, 2018). To be effective, reward systems must be clear, meaningful, and consistent with other goals. Perceived supervisor support is another factor that influences employee perception of organisational support. Supervisor support encourages employees to meet their needs and improve performance, leading to increased retention and reduced turnover intentions (Iqbar, Hongyun, Akhtar, Ahmad & Ankomah, 2020). Co-worker support, both formal and informal, is a valuable asset in the workplace. It involves providing assistance, knowledge sharing, and encouragement to fellow workers. The general support and encouragement of the organisation also play a crucial role in employee perception, affecting retention and turnover intentions. Co-worker support improves employees' wellbeing by reducing stress, role conflict, and work overload, making the job environment conducive and energizing them for greater performance (Kularathne & Senevirathne, 2020).

### **Concept of Organisational Commitment**

Organisational commitment refers to employees' loyalty and attention towards the company's growth and development (Dewi & Nurhayati, 2021). It is a term used to show the level of enthusiasm of employees to their jobs or responsibilities in the workplace (Aziz, et al, 2021). It involves their identification with the company's values and goals, involvement in activities, and acceptance of criticism. Key characteristics of organisational commitment include hard work, thoroughness, loyalty, involvement, job satisfaction, and belief in the company's vision and management team (Dewi & Nurhayati, 2021). Committed employees are physically and psychologically attached to the company, making them more efficient and satisfied with their job (Anttila, 2014). Committed employees are eager to learn and climb the organisational hierarchy, making them crucial for career development. Companies should avoid entrusting uncommitted staff with sensitive responsibilities, as this could lead to a vacuum and potential staff departure. Three concepts determine individual commitment to an organisation: compliance, identification, and internalisation. Compliance involves adopting behavioural attitudes for immediate gratification, identification involves respecting norms and values, and internalisation occurs when

employees become an organisational citizen, aligning their goals and values with the organisation (Anttila, 2014).

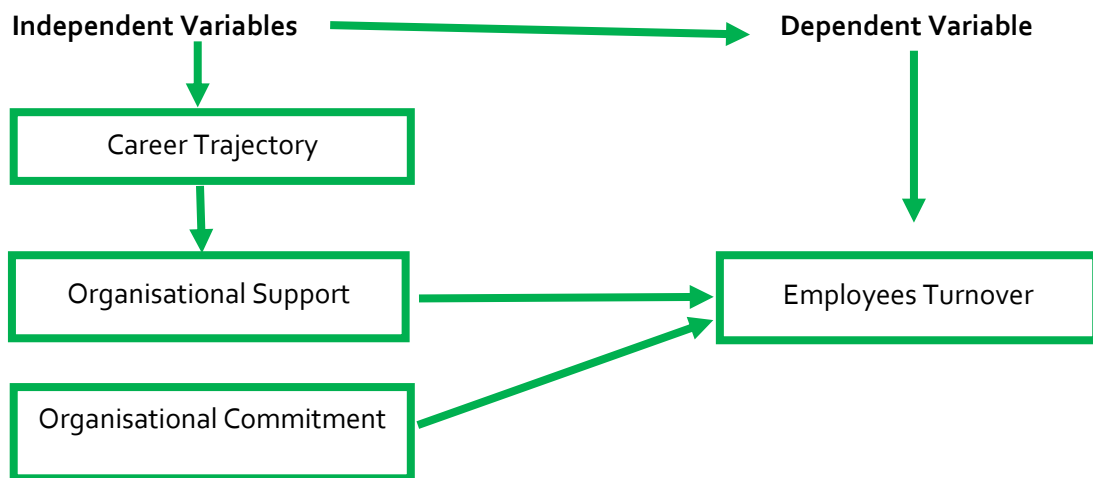
Organisational commitment can be categorised into affective, continuance, and normative commitments. Affective commitment aligns employees with the organisation's goals and interests, while continuance commitment avoids unemployment because of lack of alternatives. Normative commitment, on the other hand, discourages employees from leaving due to the organisation's development programs enjoyed (Aziz, et al, 2021). These commitments can take various forms, including career, occupation, goals, teams, and leaders (Anttila, 2014).

### **Employees Retention**

Employees are important resources which the organisation can use to achieve competitive advantage and so their retention is very germane. Employee retention refers to the tactics used by organisations to keep their frontline employees on employment (Phyu, Thwin, Janarthanan & Bhaumik, 2023). It is the organisation's capacity to hold onto its talented employees (Sari & Dewi, 2020). According to (Kaur, 2017), it is a methodical approach by employers to establish and maintain an atmosphere that motivates present workers to stay on the job by putting procedures and policies in place that cater for their various demands. In the opinion of (Gorde, 2017), it is known as a procedure that encourages and motivates resources to remain with an organisation for an extended length of time in order to ensure its sustainability. However, employees' growth and development is linked to their retention and this enable them gather more experiences (Ochurub, Jeremiah, & Lipumbu, 2022). The Human Resource Department is essential to keeping staff on board. This is accomplished by establishing and putting into practice policies that promote employee retention and discourage attrition in order to actualise organisational goals through their skills (Das & Buruah, 2013). According to (Gorde, 2019), five factors influencing employee retention include workplace environment, career growth, pay and benefits, interpersonal relationships and organisational support. These can be categorised into three main dimensions - psychological, social and physical. Psychological dimension involves flexible work schedule and job autonomy, while interactions with organisational members and people outside work environment constitute the social dimension and the physical dimension consists of the compensation and working conditions of the employees which aid retention and prevent turnover intention (Das & Buruah, 2013). The 3 R's of employee retention according to (Gorde, 2019), are respect, recognition and reward and failure of the management on any of these particularly respect will lead to serious consequences of turnover.



### Conceptual Framework of Variables



Source: Researcher's Model, 2024

### Theoretical Review

#### Social Exchange Theory

The theory of social exchange suggests that organisational behaviour is influenced by relationships and interactions between members, leading to trust, loyalty, and commitment (Malik, Abbas, Kiyani, Malik & Waheed, 2018). This reciprocity between employees and the organisation is crucial for reducing absenteeism, poor performance, and high turnover rates. However, individuals with high levels of reciprocity tend to pay back good deeds more. Investment in employee development may not necessarily lead to absolute loyalty, but may also increase employees' retention. Studies have shown a positive relationship between employee development and employees' retention, (Sari & Dewi, 2020), but succession planning and performance management can help build a pool of competent employees. This theory is relevant to understanding the relationship between organisational commitment and employee performance.

### Empirical Review

Awolaja, (2023), investigated the connection between academic staff organisational performance and employee retention techniques in a few private universities in Osun State, Nigeria. A survey research design was used in the study. Out of 387 questionnaires administered, a total of 315 respondents completely filled and returned it which was used for data analysis. Both inferential statistics using ordinary least square (OLS) in hypothesis testing and descriptive statistics of tables and percentages were utilized for data classification. The findings showed that competitive pay, opportunities for growth, and a healthy work-life balance have a favourable impact on academic staff performance in the chosen private universities.

On their own part, Ayari and Al Hamagi, (2022) did a study on organisational commitment and turnover intention of Bahraini oil and gas industry. Primary data was collected through



questionnaire of 154 workers. Descriptive statistics was adopted for analysis with the aid of SPSS version 23 software. Findings showed a negative relationship between organisational commitment and turnover intention. It was concluded that organisational commitment can be used to understand and reduce Baco operation employees' turnover institution. Kmiecik, (2022), assessed the effect of co-worker support, voluntary turnover intention on knowledge withholding among IT specialists with affective organisational commitment mediating. The study which was carried out in Poland drew its data from 118 IT specialists and Model was tested through partial least squares path modelling. Result of the study showed that there exists a negative relationship between co-workers support and voluntary turnover intention. On the other hand, co-worker support is not negatively significant to horizontal knowledge withholding. The study recommended that managers should create an atmosphere conducive for co-workers support so as to facilitate affective organisational commitment and reduce turnover intentions among IT specialists. Zivkovic, Franjkovic and Dujak, (2021), conducted a research on the role of organisational commitment on employee turnover in logistics activities of food supply chain in Croatia. 121 respondents participated in the study and regression analysis and Structural Equation Modelling (SEM) with the aid of SPSS version 21.0 and AMOS 21,0 software were used for data analysis. The findings revealed a strong and direct significant and negative influence of affective organisational commitment on employee turnover intention while there is no significant influence of normative commitment. Emotional connection with the organisation is of particular importance to retain employees in the organisation.

Iqbar, et al, (2020) examined the impact of supervisors' support on turnover intention with job satisfaction mediating. The study was a quantitative approach involving the use of questionnaire and the population involves manufacturing firms in Pakistan. The sample size was 200 and simple random technique was used in selecting the participants. The data collected was subjected to statistical analysis using SMART-PLS. Findings revealed a positive and significant relationship among direct path relationship of supervisor support and turnover intention; supervisor support and job satisfaction and turnover intention. Development of supervisor support strategies to enhance employee retention by manufacturing firms was recommended. The impact of career development, work environment, and organisational commitment on employee retention was investigated by Sari and Dewi, (2020), PT. Bali Ocean Magic provided 126 employees as samples for this study. Saturated samples were used in the study methodology, and questionnaires and interviews were used to gather data while multiple linear regression analysis was the method utilised for data analysis. The results of the hypothesis testing point to a strong positive relationship between organisational commitment, career development, and the work environment and employee retention.

### **Methodology**

This study adopted cross sectional survey research design method and this study covered six public university teaching hospitals in South-South Nigeria selected judgementslly

including; University of Calabar Teaching Hospital, (UCTH), University of Uyo Teaching Hospital (UUTH), University of Port Harcourt Teaching Hospital (UPTH), Niger Delta University Teaching Hospital (NDUTH), Delta University Teaching Hospital (DELSUTH) and University of Benin Teaching Hospital (UBTH). These hospitals were chosen because they are teaching hospitals, which are thought to provide the best tertiary healthcare. The study population consisted of 4,654 post-registered healthcare personnel from the selected institutions, including consultants, physicians, and nurses. The sample size, as determined by the Krejcie and Morgan table of sample size determination, is 357 respondents. The investigator employed a methodical questionnaire to gather data from the participants, and the Cronbach Alpha ( $\alpha$ ) index test was employed to evaluate the dependability of the measuring tool. The data was then examined through the use of SPSS for both descriptive and multiple regression analysis to evaluate the following hypotheses;

**H<sub>01</sub>:** There is no significant effect between organisational support and employees' retention.

**H<sub>02</sub>:** There is no significant effect between organisational commitment and employees' retention.

## Data Presentation and Analysis

### Response Rate

In this study, 357 copies of the questionnaire were distributed; of these, 44 completed and returned questionnaires were discarded because the responses were insufficient or did not satisfy the researcher's requirements. Ultimately, the study employed 313 questionnaire responses, as indicated in table below:

### Summary of Response Rate of the Respondents

S/N	Name of Hospitals	Total Distribution	Total Respondents	Total Usable	Response Rate
1	University of Calabar Teaching Hospital (UCTH)	1,085	83	71	22.7
2	University of Uyo Teaching Hospital (UUTH)	627	48	41	13.1
3	University of Port Harcourt Teaching Hospital (UPTH)	989	76	69	22.1
4	Niger Delta University Teaching Hospital (NDUTH)	243	19	15	4.8
5	Delta State University Teaching Hospital (DELSUTH)	525	40	34	10.8
6	University of Benin Teaching Hospital (UBTH)	1,195	91	83	26.5
<b>Total</b>		<b>4,654</b>	<b>357</b>	<b>313</b>	<b>100</b>

**Source:** Field Survey, 2024

The bio-data of the respondents were analysed descriptively and presented in the table below.

Descriptive Statistics						
	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Gender	313	1	2	1.27	.025	.447
Age Distribution of Respondents	313	1	5	2.89	.076	1.353
Marital Status	313	1	4	1.82	.050	.878
Academic Qualifications	313	1	3	1.93	.046	.808
Length of Service	313	1	4	2.55	.064	1.132
Kind of Professional	313	1	2	1.67	.027	.472
Valid N (listwise)	313					

The respondents' gender, age distribution, marital status, educational background, length of service, and, of course, their profession—all of which inevitably affect their responses are displayed in the descriptive statistics.

The applicability of organisational commitment and organisational support as predictor of employee retention was found in this study on test of hypotheses, as indicated by the positive correlation coefficient. The correlation coefficient, ( $r = 0.951$ ) is a proof of 95.1% positive correlation between organisational support and employees' retention assessed on a number line of 100%. The coefficient of correlation between organisational support and organisational commitment which is ( $r = 0.988$ ) is higher than that of organisational commitment and employees' retention ( $r = 0.956$ ) which is 95.6% on a number line of 100%. This implies that organisational commitment and employees' retention are equally positively correlated just like organisational support and employees' retention.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.397	.260		13.056	.000
	ORGANISATIONAL SUPPORT	.280	.106	.281	2.651	.008
	ORGANISATIONALCOMMITMENT	.676	.106	.678	6.385	.000

a. Dependent Variable: EMPLOYEES RETENTION

The multiple regression equation is given as;

$$Y = f(X_1, X_2, X_n) \text{----- (1)}$$

$$ER = f(OS, OC) \text{----- (2)}$$

Where; Y= Dependent Variable, X= Independent Variables, ER= Employees' Retention, OS= Organisational Support and OC=Organisational Commitment.

$$EE = \beta_0 + \beta_{1OS} + \beta_{2OC} + \mu \text{----- (3)}$$

$$EE = 3.397 + (0.280 \times OS) + (0.676 \times OC) \text{ ----- (4)}$$

Where,  $\beta_0$  = Intercept,  $\beta_1 - \beta_2$  = Co-efficient of Independent Variables, and  $\mu$  = Error term.

From the regression table, it is clear that both organisation support and organisational commitment have positive significant effect on employees retention with ( $\beta=0.281$ ,  $t = 2.651$ ,  $P=0.008<0.05$ ) and ( $\beta =0.678$ ,  $t=6.385$ ,  $P= 0.000< 0.05$ ) respectively. Hence, the null hypotheses are rejected thereby accepting both alternative hypotheses.

### Discussion and Findings

The result of the hypothesis one revealed that organisational support is positively related to employees' retention ( $\beta=0.281$ ,  $t = 2.651$ ,  $P=0.008<0.05$ ). The implication of this is that, a change in organisational support brings about corresponding change in employees' retention by 2.81% given the beta value, 0.281. This suggests that an increase in organisational support will lead to increase in employees' retention by 2.81% and reduction in employees' turnover by 28.1% and a reduction in organisation support will lead to 2.81% reduction in employees' retention and 2.81% rise in employees' turnover of healthcare workers of the selected hospitals in south- south Nigeria. Factors identified to affect organisational support include; supervisor's support, respect, recognition, reward and career growth. The findings conform to study of (Iqbar, et al, 2021) who quipped that there is a positive and significant relationship among direct path relationship of supervisor support and turnover intention; supervisor support and job satisfaction and turnover intention.

Hypothesis two revealed that organisational commitment has a positive significant effect on employees retention ( $\beta =0.678$ ,  $t =6.385$ ,  $P= 0.000< 0.05$ ). The implication of,  $\beta =0.678$  is that a change in organisational commitment will result to 6.78% change in employees retention. That is, the more the organisational commitment especially affective commitment, the greater the employees retention and vice versa. Factors affecting organisational commitment are passion for the job, motivation, patients' sympathy, ability to carry out extra job and regular training that has improved the skills and performances of the employees. This study result supports the assertion of (Sari & Dewi, 2020) that there exists a strong positive relationship between organisational commitment, career development, and the work environment and employee retention.

### Conclusion

The results of this study allow us to draw the conclusion that organisational commitment and support have a major positive impact on employee retention. Committed employees are ready to stay with the organisation given the necessary support.

### Recommendations

In order to motivate personnel to stay with the hospitals, the following are recommended;

- Hospital management should promote career development, staff welfare, and staff wellness.

- Again, organisations like hospitals are advised to prioritise efforts in enhancing organisational commitment. This can be achieved by focusing on employee happiness through meaningful work, recognition, work-life balance, and positive relationships.
- Furthermore, fostering a sense of belonging and loyalty can be accomplished by establishing trust, transparency, open communication, growth opportunities, competitive compensation, and effective performance management systems. It is important for organisations to consistently evaluate these initiatives through employee surveys and feedback mechanisms to ensure their effectiveness. By emphasising organisational commitment, organisations can create a more engaged workforce, leading to reduced turnover rates and improved overall performance.

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