

EXAMINING THE INFLUENCE OF CAREER COMMITMENT AND GROWTH ON HUMAN FLOURISHING.

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Abstract

Human flourishing is the desire of every employee in an organization, every employee desires to work with an organization that offers good working conditions, the study highlighted the importance of encouraging employee growth which was noted to strengthen the commitments to their jobs. This research work revealed the setbacks to fostering positive career growth of employees in organizations, it was revealed that as of today several organizations are faced with stiff competition and harsh operational environment in the daily quest for profitability, which has continued to create a difficult working environment. An analysis on a better understanding of the study was explored adopting a simple sampling technique that was employed to select 100 participants for the survey the data was statistically analyzed based on the research objectives and formulated hypotheses. The results revealed that career growth significantly enhanced employee flourishing among employees as well as career commitment, this study recommends that crucial steps should be taken to undertake a periodic satisfaction and performance measurements test to track the level of employee participation, also the company should review its reward system to favour employees who are committed to their jobs.

Keywords: Career Commitment, Career Growth, Human Flourishing, Jobs.

Background of Study

The concept of human flourishing has been studied extensively in positive psychology and distinct definitions have been developed (Seligman, 2011). The concept of human flourishing is measured through six dimensions named autonomy, purpose in life, self-acceptance, personal growth, environmental mastery and positive relationships with others. The multi-dimensional model is derived from several psychological theories and concepts such as Allport's model of maturity, Maslow's concept of self-actualization, Jahoda's ideal mental health approach and Roger's concept of a fully functioning person.

Employees keep the organisation running by giving time and skills to the development of the organisation. The welfare of employees is therefore essential and it is incumbent on the employers to contribute to the employee's benefits for optimal performance and efficiency. Some of the notable employees' welfare facilities include but are not limited to housing facilities, free medical facilities, retirement benefits, children and adult educational benefits, welfare measures for the employee's families, loan facilities and so on.

Career growth is a human effort that maximizes all the potential of self to gain a position more than ever. Career growth according to Akhwanul (2018) is a formal approach that companies use to ensure that people with the right qualifications and experience are available when needed. Another opinion from (Mejia, 2017) that says

career development can be interpreted as a formal and sustainable effort that focuses on developing better employees. The same was also expressed by (Widya, 2015) who said that career development is a formal and sustainable business focused on improving and adding the ability of a worker. According to Adekola (2019), career development factors are two factors and can affect individual career development, namely career planning, and career management. The purpose of career development as human resource management activities is basically to extend and promote the effectiveness of the work implementation by workers in order to be more able to make the best contribution in realizing the company's business goals.

According to Byars & Rue (2014) the goal of career development is to meet the needs of the organization in the field of human resources in the future in a timely manner, inform organizations and individuals about potential career paths in the organization, and utilize existing human resources. Career commitment can also define a strong acceptance of individuals towards the goals, values of the organization, and work performance, and having strong desire to persist in the organization. Robbins and Judge (2017) define commitment as a situation in which an individual favors the organization as well as its goals and desires to maintain its membership in the organization. Work commitment or organizational commitment is a condition perceived by employees that can lead to strong positive behavior towards the work place they have.

Robert Kreitner (2015) states that an organization's commitment reflects how an individual identifies himself or herself with the organization and is bound by its goals. Managers are advised to improve job satisfaction with the aim of achieving a higher level of commitment. Furthermore, higher commitment can facilitate the realization of higher productivity. According to Adewale (2014), the dimensions of organizational commitment are, affective commitment, continuous commitment, and normative commitment. Employee commitment to the organization is also determined by a number of factors.

Certain factors that can influence the organization's commitment such as, fairness and job satisfaction, job security, organizational understanding, employee engagement, and employee trust. Organizational commitment which is directed by organization attributes and defined as the psychological and emotional attachment of employees to their organizations. Individual employee commitment, guided by attributes that directly affect the person and is defined as the psychological and emotional attachment of individuals to their jobs, careers, work groups or teams, peers and supervisors (Cohen, 2013). Organizational commitment. Organizational commitment is the measure of strength of the employee's identification with the goals and values of the organization and supervisor. Individuals committed to the organization exert extra effort, desire organizational membership, protect company assets, and share company goals and values (Meyer & Allen, 2017).

Statement of The Problem

Myriad of problems poses as setbacks to fostering positive growth of employees in an organization, but today, organisations now are faced with stiff competition and harsh operational environment in the daily quest for profitability, which has continued to create a difficult working environment; the results of poor employee motivation for career satisfaction has dampened the expected efficiency from employees to the organization. Most of the individuals are motivated by the size of their income, commissions, share and distinctive assist preferences like excursions, cars and distinctive substantial things that are utilized as rewards (Meyer & Allen, 2017) hence; in the context of the research investigation certain issues on this subject were identified which were; The recent trend of employee contractual employment, rising issues of harsh governance and ethics, inefficient mechanism to adequately reward value inputs by employees, absence of deliberate government policy initiative to protect employees from exploitation, and also unwholesome practices of managements towards employees. To examine the Influence of Career Commitment and Growth on Human Flourishing Among Employees of Creditville Limited, the specific objectives are (a) to investigate how career growth could enhance

employee's flourishing among employees (b) to examine the influence of career commitment on flourishing among employees (3) to examine the significant influence of both career commitment and career growth in human flourishing.

Literature Review

The definition of human flourishing seems to vary depending on researchers' specific domain. Nevertheless, it is largely accepted that human flourishing can be conceptualized in two ways. Firstly, well-being can be defined and measured in relation to actual symptomatology and epidemiology rates, whereby the definition encompasses both the psychological and physiological presence of illness or disease (Mondy, 2010 in Widya, 2015). For the past decade or so, there has been a rise of positive psychology among organizational researchers (Fisher, 2010). This has allowed researchers to focus on positive experiences as opposed to the previously dominant total attention on the disease model, which focuses on negative states and outcomes such as illnesses, stress, burnout, and depression (Fisher, 2010).

A person who scores high on the psychological well-being scale is someone who is self-regulating and independent. A person who experiences positive relationships with others is someone who is able to build affectionate and trusting relationships with other people (Ryff and Keyes, 1995). Purpose in life refers to whether a person believes in living a meaningful life (Ryff and Keyes, 1995). Self-acceptance refers to how a person accepts all good and bad qualities of his personality, is pleased about the past experiences and has a positive attitude towards life and self (Ryff and Keyes, 1995).

Career satisfaction has been found to have a significant impact on work outcomes. Prior studies have shown that it fosters positive perceptions of organizational commitment, employee intention to stay in organizations, customer satisfaction, and reducing employee turnover rates (Ferris et al., 2002; Rosen et al., 2009; Park et al., 2010; Crawford et al., 2015). Experts have highlighted the importance of fostering career satisfaction in an organization since individual performance is a significant determinant of organizational success. Mahooti, Vasli, & Asadi (2018) noted that relationships with other individuals in the organization, including superiors and co-workers, play a crucial role in developing constructive behavior and promoting positive work environments that fosters career satisfaction.

According to previous literature, career satisfaction is not only important for the relationship between individuals and organizations but also a dynamic study. Career satisfaction has been found to be essential for organizations and can contribute to their productivity by

maximizing the efficiency and effectiveness of employees, leading to the effective functioning of an organization (Ferris et al., 2002; Rosen et al., 2009; Park et al., 2010; Crawford et al., 2015). Employees who display career satisfaction also tend to have a greater commitment to their organization. Therefore, it can be concluded that career satisfaction is beneficial for organizational entities, individuals, and customers since it includes positive actions such as helping colleagues, complying with organizational rules, avoiding complaints, and speaking positively about the organization to outsiders (Mahooti et al., 2018).

Theoretical Framework

Maslow's Needs Hierarchy Theory

In 1943, Abraham Maslow, a psychologist, proposed a theory of motivation that suggests that people are driven by a predictable hierarchy of needs consisting of five steps. Maslow's theory has had a significant impact on the study of work behavior. The core of Maslow's message is that people always have needs, and as one need is fulfilled, others arise in a predetermined sequence to replace it. Maslow's hierarchy of needs includes five levels, starting from the bottom: physiological, safety, love, esteem, and self-actualization needs. Maslow argued that most individuals are not consciously aware of these needs, but they are expected to progress up the hierarchy needs, one level at a time. According to Maslow's needs hierarchy theory, people have a predictable five-step hierarchy of needs that motivates them. This theory has had a significant impact on those interested in work behavior. Maslow suggested that people always have needs, and when one need is relatively fulfilled, others emerge in a predictable sequence to take its place. The five levels of Maslow's needs hierarchy include physiological, safety, social, esteem, and self-actualization needs. Maslow believed that most individuals are not consciously aware of these needs, but they are expected to proceed up the hierarchy needs, one level at a time. In this theory, lower needs must be satisfied before the next higher-level need can motivate employees. The needs as per Maslow's theory are; physiological, safety, social, esteem, and self-actualization needs.

1. Physiological needs:

The basic physiological needs are essential for maintaining human life, and they include food, water, warmth, shelter, sleep, medicine, and education. Maslow emphasized that unless these needs are satisfied to an extent that ensures survival, no other factors can motivate individuals.

2. Safety needs:

These needs involve avoiding physical harm and the fear of losing essential resources such as employment, property, food, and shelter. It also encompasses protection from emotional harm, a desire for security, stability,

dependence, freedom from fear and anxiety, and a need for structure, order and law. In the workplace, this translates to the need for a basic level of job security, the assurance that we cannot be fired without just cause and that our employment will continue if we meet the necessary levels of effort and productivity.

3. Social needs:

As social beings, people have a need to belong and be accepted by others. They strive to satisfy their need for affection, acceptance, and friendship. Human beings generally have a need for belongingness. In the workplace, this need can be fulfilled through opportunities to interact with colleagues and the ability to work together with others in a collaborative manner.

4. Esteem needs:

According to Maslow, once people fulfill their need for social belonging, they tend to desire esteem from themselves and others. Esteem needs may be satisfied by power, prestige, status, and self-confidence. They encompass the desire for self-respect, self-esteem, and the esteem of others. These needs also involve a desire for external recognition, attention, importance, appreciation, reputation, prestige, status, fame, glory, and dominance.

5. Need for self-actualization:

According to Maslow's hierarchy of needs, self-actualization is the highest need. It is characterized as the desire to achieve one's full potential and experience personal growth and fulfillment. This need involves a pursuit of knowledge and understanding, a desire to develop skills and abilities, and a need to accomplish something meaningful.

Vroom's Valence Expectancy Theory

The Expectancy Theory, also known as the Valence-Instrumentality-Expectancy Theory, has become one of the most popular motivational theories in recent years. While there are various theories associated with this title, they are all based on Victor Vroom's work on motivation in 1964. Vroom's theory assumes that behavior stems from conscious choices made among various alternatives aimed at maximizing pleasure and minimizing pain. The critical components of this theory are Expectancy (E), Instrumentality (I), and Valence (V). It is important to understand that in Vroom's Expectancy Theory, each of the key factors (Expectancy, Instrumentality, and Valence) represents a belief. The theory proposes that an individual will assess the outcomes associated with different levels of performance, and then choose to pursue the level that will provide the greatest reward. Expectancy is the first factor and pertains to the strength of an individual's belief in their ability to attain a particular level of job performance through hard work. It is based on the probability of being able to accomplish a good job when putting in effort. Assuming all other things are equal, an

employee will be motivated to try a task, if he or she believes that it can be done. This expectancy of performance may be thought of in terms of probabilities ranging from zero (a case of "I can't do it!") to 1.0 ("I have no doubt whatsoever that I can do this job!") A number of factors can contribute to an employee's expectancy perceptions:

1. The level of confidence in the skills required for the task.
2. The amount of support that may be expected from superiors and subordinates.
3. The quality of the materials and equipment available for the task
4. The availability of pertinent information needed to complete the task.

According to Vroom's expectancy theory, past accomplishments in a task can enhance an individual's expectancy beliefs. Furthermore, an individual's instrumentality, which is the likelihood that a positive outcome will be obtained as a result of good performance, plays a critical role in determining the value placed on performing well. For instance, if an employee believes that a high level of performance will result in the acquisition of desirable outcomes, they will place a greater emphasis on performing well. Vroom defines Instrumentality as a probability belief that connects one outcome, such as high performance, with another outcome, such as a reward.

In the context of motivation theory, the term "valence" refers to an individual's emotional attitude toward various outcomes or rewards. If an outcome is positively valent, it means that the employee would prefer to have it rather than not have it. Conversely, a negatively valent outcome is one that the employee would rather avoid, such as fatigue, stress, noise, or the possibility of being laid off.

Outcomes that elicit no strong emotional response from the employee are considered to have zero valence. Importantly, valence is a measure of the level of satisfaction an employee expects to derive from an outcome, rather than the actual satisfaction experienced after attaining the reward. According to Vroom's expectancy theory, an employee's beliefs about expectancy, instrumentality, and valence interact in a psychological process to create a motivational force that drives the employee to behave in ways that increase pleasure and reduce pain. Employees are motivated to pursue levels of job performance that they believe will maximize their overall best interests, or their subjective expected utility. When any of the three conditions- expectancy, instrumentality, or valence- are absent, there will be no motivational force acting on the employee.

1. The person does not believe that they can successfully perform the required task.

2. The person believes that successful task performance will not lead to outcomes that they perceive as positive valence.
3. The person believes that the outcomes associated with successful task completion will be negatively valent, meaning that they have no value for that individual.

Method

The section captured information about the research setting, study population, research instruments, procedures used, and the methods deployed to analyze the obtained information.

This study aimed to examine the influence of career commitment and career growth on human flourishing of Creditville employees. This study would adopt a primary method of sourcing for data by using a questionnaire.

One hundred participants [100] were sampled in this study. Their sex, age, marital status, length of employment and cadre were stated. The participants are employees of Creditville Group, a financial organization based in Lagos.

The study adopted a survey research design. This is due to the nature of the study as it seeks to establish the relationship between the independent and dependent variables, for reliability of outcomes, none of the variables were manipulated.

Purposive sampling techniques were used to elicit responses from the participants. This is because the researcher has already chosen the kind of participants that participated in the study and the place where the study took place.

The research instruments were questionnaires, and their sections were divided into two parts, A and B.

Part A consists of socio-demographic variables of the participants while part B is made up of three standardized research instruments.

Part B consists of three scales which measured Career Commitment, Career Growth and Human Flourishing.

- The Career Growth scale used was developed by Greenhaus, Parasuraman, and Wormley (1990). It measures satisfaction with career success, an internally generated and defined career outcome.
- Career commitment measured the assesses and extent to which an employee has made satisfactory progress toward goals for income level, advancement, and development of skills, and career empowerment is measured by Spreitzer's career commitment scale (1995) it measures perceived control, perceptions of competencies, and internalization of organizational goals and objectives,

- For human flourishing scale, the Harvard institute of quantitative social sciences, offered an instrument, on the psychometric properties of the variable.

Procedure

The researcher approached the participants in their various offices within the premises and sought their consent to participate in the research. Questionnaires were given to participants who agreed to participate after establishing a rapport. The researcher ensured that participants understood the contents of the questionnaire and also ensured that they were properly completed before collecting them. Ample time was given to the participants to read the questionnaire and to ask questions where they are confused. The questionnaires were collected after filling them and scored according to the manual of the scales.

Data Analysis

The SPSS 29.0 software tested for statistical significance observed in the data set retrieved from our respondents; a significance level for the given hypothesis was set to be 95% confidence level which corresponds to a 0.05 level of significance, the significance level for the given hypothesis test is compared on the tabulated percentile values for the standard normal z-distribution table after computing the P-values, furthermore, if a P-value is less than, greater than, or equal to, was considered statistically significant or otherwise. The significance level for the given hypothesis test is compared on the tabulated values, hypothesis previously stated was evaluated, the two mutually exclusive statements about a population to determine which statement is best supported by the sample data, thus when a finding is statistically significant, the statistical relationship between the two data sets, is compared as an alternative to a preset null hypothesis that suggests that there exists no relationship between two different data sets or otherwise

Results

This section deals with the presentation, analysis and interpretation of data collected from the field. This chapter presents the tabular representation and analysis of the data that were collected during the research process.

Socio-Demographic Characteristics of Respondents
Table 1: Percentage Distribution of Respondents by their Socio-demographic Characteristics

Variables	F (%)
Gender	
Male	46 (46.0)
Female	44 (44.0)
Age	
18 – 25 years	17 (12.0)
26 – 33 years	38 (38.0)

34 – above years	45 (45.0)
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Educational qualifications

National Diploma	11 (11.0)
Graduate	85 (85.0)
Postgraduate	3 (3.0)
Other qualifications	1 (1.0)

Size

Year(s) on the job

Under 3 years	49 (49.0)
Over 3 years	51 (51.0)

Test of Hypotheses

This section seeks to address the objectives of this study. The hypotheses formulated in this study were also tested. To achieve this, the correlation statistical method was adopted.

The level of significance is 0.05 (alpha level). The p-value was obtained for each hypothesis, where it assessed the probability of obtaining significant results, a very small p-value nearing zero means that such an observed outcome would be very unlikely under the null hypothesis. The level of statistical significance was set at (≤ 0.05). It indicates strong evidence against the null hypothesis, as there is less than a 5% probability, meaning that there is strong evidence of a significant relationship between our variables based on data available.

Hypothesis I: Career growth will significantly enhance employee’s flourishing among employees.

Table 2: Summary of correlation showing the relationship between career growth and employee’s flourishing

Variable	B	t	Sig	R	R ²	F - Ratio
Career Growth	3.075	6.107	.000	.510	.260	39.33

Dependent: Employee’s flourishing

Correlation is significant at 0.05 level (1-tail test)

The result showed that Career Growth accounted for 26.0 percent variance in Employee’s Flourishing among the workforce in the organisation, the results showed that career growth significantly contributes to employee’s flourishing, with the relationship statistically significant, the implication of this assertion is that the current rate of career growth will enhance career satisfaction among employees. On the basis of these evaluations, we accept the alternative hypothesis that the posed statements were valid for consideration.

Hypothesis II: Career commitment will significantly enhance employee flourishing.

Table 3: Summary of correlation showing the relationship between career commitment and employee flourishing.

Variable	B	t	Sig	R	R ²	F - Ratio
Career Commitment	3.147	5.247	.000	.598	.289	41.32

Dependent: Employee's flourishing

Correlation is significant at 0.05 level (1-tail test)

The result showed that career commitment accounted for 28.9 percent variance in employee's flourishing among the workforce in the organisation, the results showed that career commitment significantly contributes to employee's flourishing, with the relationship statistically significant, the implication of this assertion is that the current rate of career commitment will enhance career satisfaction among employees. On the basis of these evaluations, we accept the alternative hypothesis that the posed statements were valid for consideration.

Hypothesis III: Career Commitment will significantly have a higher influence than Career Growth on employee flourishing.

Table 4: Paired T-Test

Variable	N	Mean	SD	t-test	Sig
Career Commitment	60	4.48	3.82	0.4901	0.019
Career Growth	72	5.45	4.96		

The result was presented, the values were compared based on different responses, from selected categories of careers interests, and it was inferred from the table that employee's career with high career commitment had the lowest mean value with less significant results than the others with high career growth, meaning that their level of career satisfaction was lower than their peers.

The means and t-values for the career distribution formed the basis of our study, so the research investigation presented those employees that showed higher concern for their careers, flourished better within the organisation, than those with career growth intent based on the results in comparison to the two career distributions, this analysis showed that career commitment will significantly have a higher influence than career growth on employee's flourishing within the organisation.

Thus, the overall significance of the t-test [0.4901] which affirmed that career commitment will significantly have a higher influence than career growth on employee flourishing.

Discussions and Findings.

The first hypothesis asserts that career growth will significantly enhance employee flourishing among employees. The result as inferred by the respondents on the basis of their responses revealed that the findings were significant. This finding is in tandem with the study of (Dreher, Ash, & Bretz, 1988; Jana & Petr, 2013; Rynes,

Gerhart, & Minette, 2004), that career growth is important because it can impact important work outcomes such as job satisfaction, intention to leave, job performance, organizational performance and competitiveness and increase in perceived injustice and equity. Career growth shows human effort creating potentials for employee flourishing, an emerging issue in the field of positive psychology, employee well-being is seen by experts as key drivers of success in any business, it provided key information on likely cause of stress which has a significant impact on employee effectiveness (Cardy, 2004) Career growth according to Akhwanul (2018) ensures that people with the right qualifications and experience given a chance to flourish on a profession. Another opinion from (Mejia, 2017) that says career development can be interpreted as a formal and sustainable effort that focuses on developing better employees.

The same was also expressed by (Widya, 2015) who said that career development is a formal and sustainable business focused on improving and adding the ability of a worker. According to Adekola (2019), career growth are factors that affect individual career development, Career growth has been found to have a significant impact on work outcomes. Prior studies have shown that it fosters positive perceptions of organizational commitment, employee intention to stay in organizations, customer satisfaction, and reducing employee turnover rates (Ferris et al., 2002; Rosen et al., 2009; Park et al., 2010; Crawford et al., 2015).

Experts have highlighted the importance of fostering growth in an organization since individual performance is a significant determinant of organizational success. Mahooti, Vasli, & Asadi (2018) noted that its relationships with other individuals in the organization, including superiors and co-workers, play a crucial role in developing constructive behavior and promoting positive work environments that fosters human flourishing.

The second hypothesis posed that career commitment will significantly enhance employee flourishing; the result also revealed that the two observed variables had a significant relationship. This finding is supported by several researchers who examined the relationship between career commitment and employee flourishing in an organisation. (Lawler, 2008), the impact of career commitment on employees' flourishing is sacrosanct and an important element in motivating productivity. The concepts of career commitment have received significant attention from scholars and practitioners in the past decade. While these organizational issues were not considered viable in earlier times, they have now gained relevance due to their application in various subject areas such as marketing, administration, strategic management, and leadership.

Research has shown that career commitment contributes significantly to employee performance. Several studies have emphasized the importance of career commitment in achieving good organizational performance (Podsakoff, MacKenzie & Bommer, 2016). Despite this, studies conclude that employee flourishing is linked to career commitment. High career demands breeds conflicts and sometimes brings about negative consequences such as ideas drought, low creativity, motivated frictions, and unhealthy competition. However, career commitment in an organization makes the organisations' employees give their best to their job roles, it becomes necessary to take measures that might level up employees' work-life demands. Vallerand (2012) asserted that employee commitment has a direct impact on their life satisfaction and capping it up career commitment is a critical determinant of organizational success (Shahid & Azhar, 2013).

The third hypothesis posed the statement that career commitment will significantly have a higher influence than career growth on employee flourishing in Creditville Group. The result indicated a significant statistical relationship between the two variables. Proving that Career Commitment among employees had better influence on their flourishing with their jobs, Studies indicate that career commitment impact an individual's job satisfaction (Pruitt and Kim, 2004), because when an individual goal and activities become compatible with the interests of an organisation most times, they enhance employee flourishing.

Employees committed to their jobs make attempts to achieve more in their career, certain misgivings essentially emerge due to distinctions between career commitment and career growth. The relationships have been difficult to understand, career commitment had more significant results than other organizational based variables. It is a key element in subjective career assessments. According to Chen (2010), subjective career success can be highlighted through two components, which is career satisfaction and career commitment Subjective career success is measured by using the job satisfaction scale, career commitment results from several characteristics outside the job, in other words, employees enhanced job knowledge are more likely to be satisfied with their careers. Observed factors as organizational policies and practices that enhance career commitment are wages, working conditions, benefits, security, and opportunity for promotion. Mishra (2013) indicated that these factors, if properly implemented could influence the career commitment towards their jobs, career commitment comes when employees are more favourable to receive the promotions or compensation by the company.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. Organization should motivate the human resources to work conscientiously, efficiently and effectively for attaining higher satisfaction.
2. Organizations must arrange orientations for the new employees, which will help them to learn their job tasks.
3. Managers should pay attention to providing employees with satisfying rewards and benefits since they are the most common effective factors on job satisfaction, by creating a work atmosphere full of happiness as much as possible that will positively enhance employee flourishing satisfaction and performance.
4. It is suggested that management of the company should provide good working conditions for its employees, so as to boost their morale, since an employee with a high morale will be more committed to the job,
5. Organizations need to increase the training and development programs that boost the level of task performance and satisfy employees' different needs. The importance of job performance extended to include both the behavioral aspect and the outcome aspects, and both task and contextual performance.
6. Finally, periodic satisfaction and performance measurements tests must be applied to track the level of these important variables and set the corrective actions, the company should review its reward system so as to favour employees who are hardworking and committed to their jobs.

Conclusion

A committed leadership system will impact career commitment and growth in every organization which will influence employees flourishing levels in the organisation while also employee incentive is a good way to reward commitment to organization,

Many organizations are struggling to achieve their goals and objectives, it takes a lot of thought and effort to discover the level of employee satisfaction in order to enhance their commitment and growth to attain overall organization objectives. It is important that organizational decisions are based on employees' well-being to guarantee its organizational success.

Suggestions for Further Studies

In order for research institutions and individuals who desire a comprehensive understanding of issues on poor career commitment and growth among employees there is a need to find a novel strategy to address the growing organizational concerns. Additionally, it is intended that users, and particularly scholars who may want to do further research on this topic in the future will find the

study relevant. To advance the trajectory of organizational growth, further investigation is required to determine the dynamics, the character, and causes of stress by seasoned human capital experts and seasoned company leaders.

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