

The Relationship between Career Adaptability and Employee Retention

DAMARO OLUSOJI ARUBAYI¹, EMMANUEL IGBOMOR²

^{1,2} *Department of Business Administration, Faculty of Management Sciences, Delta State University
Abraka, Nigeria.*

Abstract- *An important issue facing most organizations currently is how to retain their top talented employees as a result of unpredictable changes in the requirement of professions. The relevance of employee retention in the place of work cannot be declared untrue. This study examined the relationship between career adaptability (career concern and career curiosity dimensions) and employee retention in the health sector in Nigeria particularly university teaching hospitals in south south zone. A descriptive research survey design was carried out in this study and two hundred and eighty nine (289) questionnaires were administered to the respondents of which two hundred and seventy two (272) were fully retrieved and completed. The study utilized descriptive statistics, correlation coefficient and linear regression analysis in analyzing the data obtained from the respondents. The statistical analysis was carried out via STATA 13.0 Microsoft Statistical software. The study findings unveiled that there is a significant relationship between career concern and employee retention. The result also unveiled that there is a non-significant relationship between career curiosity and employee retention. The study recommended based on this findings that management in the health sector particularly, university teaching hospitals should implement career development programs and provide opportunities for continuous learning as this will increase the adaptive capacity of employees. This will in turn make top talented employees remain in the organization thereby, increasing employee retention. Additionally, management needs to do a better job of fostering an environment at work where workers are motivated to diligently look for their own fit in their profession and adopt a curious mindset that seeks out new information to help them understand themselves and their work better.*

Indexed Terms- *Career adaptability, career concern, career curiosity, employee retention.*

I. INTRODUCTION

The relevance of employee retention (ER) in the place of work cannot be declared untrue. Without the employees there is no organization. The existence of an organization depends on its human element. This is because they are responsible for the actualization of the pre-stated organizational mission, vision, goals and objectives. An important issue facing most organizations currently is how to retain their top efficient and talented employees as a result of unforeseen changes in the requirement of professions (Arubayi, 2023b; Ikram, Fiaz, Mahmood, Ahmad, & Ashfaq, 2021). Employee retention (ER) is a crucial objective of organizations as this increases the competitive capacity of the organization. A correlate of employee retention (ER) is career adaptability (CA) (Chan, Mai, Kuok & Kong, 2015; Rasheed, Okumus, Weng, Hameed & Nawaz, 2020). Increase in rivalry betwixt organizations as an effect of technological maturation and globalization has resulted to detectable significant changes in the prerequisite of professions in the health sector. Workers in the health sector are required to possess more creative and adaptive capacity when responding to changes in their professions. Unforeseen changes in the health sector comes along with changes in workers roles, training needs and responsibilities (Pindus & Greiner, 1997) This demands that the management of university teaching hospitals should insure that health workers that has the capacity to adjust and act proactively to changes in their profession are retained. Worker's careers in the health sector have been impacted negatively by several factors in the place of work, these factors, includes: patient care and service delivery changes, reconfiguring of job requirement and skills, breaking of departmental block and

professional alliances, irregular and long working hours, lack of training, slender career maturation opportunities, working on holidays and weekends (Rasheed, et, al, 2020; Pindus & Greiner, 1997). In this edge-less career era, workers are required to adapt to Changes in job prerequisite and distinctly dissimilar group of people.

Career adaptability is an utile conception used to assess workers strength, which empowers self-establishment for subsequent occupational changes and also aid workers to be competent in their work surroundings and dexterously handle changes in their careers (Savickas & Porfeli, 2012; Chan, et al, 2015; Fang, Zhang, Mei, Chai & Fan, 2018; Okorie, Nwankwo, Iwuala, Agudiegwu, Nnadi, Nkwede, Nwachukwu, Arua, Osuebi, Ejem & Chigbata, 2023). CA also expedite employees motility, and is pertinent to several life and work events including career satisfaction, retention, success, promotability, job performance appraisal, work engagement, self-esteem, career commitment, and happiness (Chan & Mai, 2015, Chan, et al, 2015; Santilli, Nota, Ginevra & Soresi, 2014; Cao & Hamori, 2022). Career adaptability allows employees to pinpoint and create commendatory meanings from their job, which successively dwindle their intention to leave their organization (Lee, Xu & Yang, 2021). Researchers like (Iadha, Singh, Gabbad & Gidwani, 2012) argued that one of the best ways to retain employees in the organization is by providing them with opportunities for career development and advancement. For employees to stay in an organization, they must see a clear career path within the organization. Hence, it is imperative for management of university teaching hospitals to implement career development opportunities that will make employees with exceptional talent remain in the organization for a long period of time. Increasing career adaptability of employees by way of training and education can assist them handle workplace confrontations during strenuous time (Rasheed et al., 2020; Arubay, 2012; Arubayi & Ejeta, 2022).

II. STATEMENT OF THE PROBLEM

Literature has delineated that career adaptability is momentarily and positively related to employee happiness, career success, and performance. CA has

also been well-established as a momentous predictor of diverse positive career aftermath, including, employment status, promotability, career satisfaction, successful career transitions, decreased career anxiety, career counseling, job stress, work engagement, higher job contentment and employee retention. However, several studies have been conducted on the two construct under study, comparatively few studies have taken place in Nigeria and there is no study that has linked career adaptability to employee retention in Nigeria and health sector (university teaching hospitals) in particular. Hence, this study seeks to replete this gap in literature by furnishing empirical proof showing the nexus between career adaptability and employee retention.

III. LITERATURE REVIEW

Conceptual framework

Career adaptability

Employees usually encounter multiple career preferences, job transitions, skepticism and changes in all phase of their lives. Hence, selecting the most felicitous career path is conspicuously imperative in today's vigorous and unpredictable working surroundings. According to Eber and Onuoha, (2022) career adaptability enable individuals to adapt and cope with modifications and uncertain situations in occurrences where there are difficulties and ambiguities. Career adaptability is the leading element in the achievement of employees' transition to their subsequent career moves and business life (Kanten, 2012). CA is an individual capability to cope with current and subsequent task, unprecedented challenges and transitions in their career life (Dulay & Yurtseven, 2022). Savickas and Porfeli, (2012) defined CA as a set of psychological resources and transactional competencies necessary for employees to use when navigating career related transition and changes. Caderet and Hartung (2017) opined that CA expound how individuals cope with professional transitions, work traumas and career maturation task. Employee who possess higher career adaptability respond quickly to unforeseen changes in the prerequisite of their professions. Additionally, Kwon (2019) explained that CA unveil the dynamic capacity of individual to modify his behavior, thought and emotion to effectively handle

unprecedented complexity in a highly changing and dynamic work setting. Adaptable employees are exceedingly capable to make modifications to meet the needs of psychosocial challenges (Rasheed, 2020).

According to Coetzee and Stoltz, (2015) Studies into career adaptability has accelerated evidently since the innovative work of Savickas (1997) and Savickas and Porfeli (2012) which has been invigorated by the unstable nature of vocation (careers) in more blustery employment condition in which career paths have become more complicated and uncertain. Coetzee and Stoltz, (2015), further stated that studies into employees retention has also accelerated in significance in the light of deteriorating workforce, universal skills shortage concerns, speedily changing technologies, increased career motility opportunities for superior and talented workers as well as the need for survivorship in an exceedingly competitive work environment. Career adaptability quickens employees mobility, and relates to various life and work events including retention, career satisfaction, success, promotability, job performance appraisal, work engagement and career commitment (Chan & Mai, 2015; Santilli, Nota, Ginevra & Soresi, 2014; Cao & Hamori, 2022).

According Savickas and Porfeli, (2012) CA is composed by four (4) important resources which includes (1) career concern, reflect the capacity to look forwards to one's future, anticipating and advancing for subsequent career possibilities, (2) career control, to grasp what career to go after and making thoughtful decisions and taking scrupulous action, (3) career curiosity, the tendency to examine the surroundings and to gather information about one's self and the outer world, and (4) Career confidence, to have the self-confidence to commence activities desired to accomplish career goals. However, for the purpose of this study, only career concern and career curiosity dimension of CA will be used

Employee retention

Organizational success depends largely on the retention of key talent particularly the health sector that aim at offering maximum services to patients. Organizational performance in terms of increased services; becomes a reality only through the retention of key human resources that are crucial for their

existence (Arubayi & Odiri, 2023; Arubayi, 2023a). There are numerous definitions of the term employee retention (ER). In fact, there is no globally accepted definition of employee retention (ER). According to Aljon, (2021), employee retention (ER) is the long-term retention of employees by providing them with training, development, adequate pay and compensation, and other opportunities that encourage them to remain with the organization. ER means the various measures taken by an organization to keep its superior and top performance employees to remain in the organization (Arubayi, 2023e). It is essentially how an organization encourages and retains employees to stay with the company. Researchers like Bello, Aina, and Oluwole (2021), Arubayi and Eruvbedede, (2022) found that workplace harassment and a lack of motivating factors such as training and development, career growth, administrative support, a friendly work surroundings, payment systems, and promotion opportunities lead to employee dissatisfaction and employee turnover. Tawari (2021) argues that employee retention (ER) is nothing less than committing employees to a company by instilling in them a sense of enjoyment in working and continuing to work with them.

According to Ramapriya and Sudhamathi (2020), employee retention (ER) is a measure of employee engagement by providing fair pay, career growth, supportive work environment, welfare facilities, job security, and clear definitions of roles and responsibilities. Ramapriya and Sudhamathi (2020) further explained that ER is the capability of an organization to retain its members over the long term. Retention of employees (ER) is essential for the survival of an organization. Employees working for a longer period of time are more familiar with the guidelines and policies of the organization and thus, they react and adjust better than new employees.

Career concern and employee retention (ER)

Career concern is the primary driver of career adaptability because it allows people to make forward-thinking plans. When people are aware of their future careers, they take into account their past employment, prospective opportunities, and career preferences. One

of the primary objectives of career concern, which is fostered, among other things, through career planning, is the capacity to link present actions to the intended future.

Savickas and Porfeli (2012) define career concern (anxiety) as the degree to which employees are future-oriented and prepared for upcoming professional tasks and challenges. According to Kirchknopf (2020), career concern (anxiety) represents an optimistic future orientation, and being Plan full. Kwon (2019) mentioned that Career concern are consistent with a tendency to plan career development by connecting the past, present and future while maintaining a positive perception of one's professional future. Kwon (2019) further elaborated that lack of concern leads to unplannedness and pessimism. Le, Hanzah, and Ormar (2019) argued that career concerns help individuals look ahead, prepare for the future, and develop hopeful attitudes toward the future. Coetzee and Stoltz (2015) argued that employee career concerns, goals and plans, and how they relate to retention practices, are important for retention. Coetzee and Stoltz, (2015) carried out a study on the role of career adaptability in South Africa in relation to employee satisfaction with retention issues. A sample of 321 workers in the automotive sector was used in the study. Canonical correlation analysis was employed for data analysis. The results demonstrated the importance of career concerns, plans, and goals in relation to retention strategies for keeping workers. A research by Rasheed, et al (2020) on Career adaptability and turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry in china. Nearly 4100 forefronts workers working in the hotel industry in China were the participants of the research work. Hypotheses were tested via path-analytic procedures and bootstrapping analysis was also carried out to ascertain the significance of indirect effects. The research also used SPSS process macro model 14 to determine both mediation and moderated mediation models. Research results revealed that career adaptability is negatively associated to workers turnover intentions. Also, perceived career opportunity was ascertained be an imperative boundary condition in that the mediated association appeared to be weaker when lower levels of perceived career opportunity were present. Ikram,

et, al, (2021) sought to examine Internal Corporate Responsibility as a Legitimacy Strategy for Branding and Employee Retention: A Perspective of Higher Education Institutions in Pakistan. 377 faculties' of higher institutions (public and private sector) was used as the sample of the research work. The data obtained from the participants of the research was analyzed using structural equation modeling. Findings showed that the internal branding have a momentous effect on workers intention to remain within the establishment. However, employee retention (ER) was used with another construct and not career adaptability. Based on the above discussion, we therefore, hypothesize that H₁: *career concern is related to employee retention*

Career curiosity and employee retention (ER)

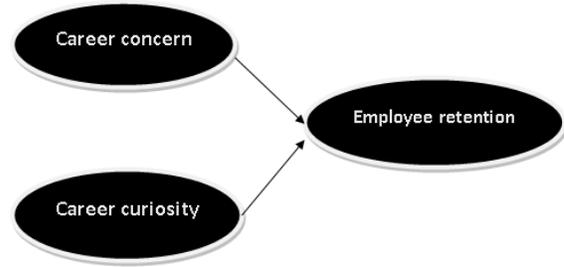
Examining opportunities and assessing how one's personality aligns with different work environments, vocations, and future prospects constitute professional curiosity. Career curiosity can be demonstrated by examining one's own skills, knowledge, and abilities; identifying one's values; employing a variety of information-gathering strategies; discussing the benefits of different options from an extrinsic perspective; and analyzing occupational data. Therefore, it may be claimed that career curiosity promotes having a realistic view of oneself and one's professional chances.

Le, et al. (2019) states that career curiosity consists of exploring one's potential and considering one's fit with different environments, career roles and future scenarios. According to Kwon (2019), career curiosity refers to the tendency to systematically seek one's own fit with the professional world. Career curiosity is an inquiring attitude of individuals seeking more information in order to gain greater insight into themselves and their work (Kwon, 2019). Kirchnopt (2020) argued that career curiosity represents one's strengths, preferences, and ability to explore the demands and benefits of different professional environments. Savickas and Porfeli (2012) describe career curiosity as the extent to which employees are future-oriented and prepared for upcoming professional tasks and challenges. Savickas (2013) argued that in order to adapt to changing circumstances, people need to exhibit an inquisitive attitude, be curious, experiment, take

risks and engage in exploration. Mujajati's (2016) results suggest that the greater a person's career curiosity and ability to cooperate, the more likely such a person is to have a high level of retention factor. Adaptable, resilient, and proactive employees are more likely to be retained within the company. Mujajati (2016) carried a research in South Africa on the relationship between employability attributes (EA), retention factors, and personal career adaptability in the context of talent retention in 21st-century workplaces. An approach to quantitative research was chosen. For the purposes of the research, 337 participants served as a sample. The research work employed correlational analysis (CR) and stepwise hierarchical regression analysis (SHRA) to analyze the responses that were provided by each participant. Findings showed a significant and positive correlation between employability attributes (EA), career adaptability, and retention factors. Additionally, the SHRA revealed that employability attributes (EA) and career flexibility and age, race, marital status, work level, and gender all significantly and favorably impact retention factors. Results further revealed that the greater a person's career curiosity and ability to cooperate, the more likely such a person is to have a high level of retention factor. Adaptable, resilient, and proactive employees are more likely to be retained within the company. Chan, et, al (2015) investigated the influence of satisfaction and promotability on the relation between career adaptability and turnover intentions in china. A study sample of 431 workers in Macau was used in the study. Correlation and regression analyses were employed to analyze the Responses gotten from the participants of the study. Findings unveiled that career adaptability momentarily and positively associated to promotability and career satisfaction (CS). Also, Career adaptability, career satisfaction (CS) and promotability were also momentarily and negatively associated to turnover intention (TI). It was also revealed that the influence of career adaptability on TI was mediated by promotability and career satisfaction. From the above discussion, we therefore, hypothesize that

H₂: *career curiosity is related to employee retention*

IV. CONCEPTUAL FRAMEWORK



Source: Authors construct

V. THEORETICAL FRAMEWORK

This work is hinged on the social exchange theory (SET) which posit that employees' attitudes in the place of work is based on their interaction and treatment they get from employers (organizations). According to Greenberg & Scott, (1996) this theory (SET) is based on reciprocity. This simply means that favorable (positive) exchange could assist create a fascinating working relationship between employers (organizations) and employees and could also evoke positive response such as high job contentment levels and improved trust (Onsare and Ngeno, 2022; Arubayi, 2023c; Arubayi, 2023d). Ultimately, favorable(positive) exchange could also result to enhanced employee retention (ER) and organizational performance. The basic idea of social exchange theory (SET) is that interrelationships in the place of work should be advantageous and add values (Onsare and Ngeno, 2022).In this era of technological advancement, organizations in the health sector needs workers that possess the capacity to react and adjust to both changes in their profession and in the workplace. This means that only worker with adaptive capability are retained in the workplace. On the other hand, employees wants to stay in an establishment where there is chance for career maturation and growth. Laddha, et, al (2012) opined that one of the best ways to retain employees in the organization is by providing them with opportunities for career development and advancement. SET is useful in forecasting employees' attitude to promote desirable behavior. Employees usually feel dissatisfied and discouraged when they are not treated well in the workplace particularly when their organization do not provide room for their own growth. Also, organization usually feel dissatisfied with employees who lack adaptive capacity. Therefore

favorable (positive) exchange could assist create a fascinating working relationship between organizations and employees and could also elicit favorable response such as employee retention, career growth, high job contentment levels, higher organizational productivity and improved services (Onsare and Ngeno, 2022).

VI. METHODOLOGY

The descriptive survey research design was adopted in this study. The population of this study comprised of health workers (doctors and nurses in particular) of some selected university teaching hospitals in south south zone of Nigeria which includes Delta state university teaching hospital (DELSUTH) and university of Benin teaching hospital (UBTH). The total population consist of 1445 health workers of the selected university teaching hospitals in south south zone of Nigeria(doctors and nurses in particular). The Taro Yamane formula of (1964) and Bowley’s proportion technique was applied to ascertain the sample of the study. It was used to sample 289 workers from the population as participants of the study. A total number of 272 questionnaires were fully completed and retrieved. The method of data analysis utilized in this study was descriptive statistics, correlation coefficient and linear regression analysis. Microsoft excel software was also used to create tables and perform data entry.

Taro Yamane Sample size formula

$$n = \frac{N}{1 + N(e)^2}$$

Where n = signifies the sample size
 N = signifies the population under study
 e = signifies the margin error

To determine our sample size:

$$N = \frac{n}{1 + N(e)^2}$$

$$n = \frac{1445}{1 + 1445(0.05)^2}$$

$$n = \frac{1445}{1 + 3.6125}$$

$$n = \frac{1445}{5}$$

$$n = 289$$

Table 1: Bowley’s proportion technique

DELSUTH	Doctors =
	$\frac{150 \times 289}{1445} = 30$
Nurses =	$\frac{300 \times 289}{1445} = 60$
	1445
UBTH	Doctors =
	$\frac{335 \times 289}{1445} = 67$
Nurses =	$\frac{660 \times 289}{1445} = 132$
	1445
Total= 289	

VII. MEASUREMENT

The constructs under study were assessed by scales adopted from previous studies. Career adaptability measurement scale developed by savickas and porfeli, (2012) was used to assess career concern and career curiosity. Career concern and career curiosity was assessed with 12 items on a 5 point likert scale ranging from (1) firmly disagreed to (5) firmly agreed. However, the scale was modified to 6 items on a 4 point likert scale ranging from (1) firmly disagreed to (4) firmly agreed. Employee retention was also assessed by the 5 item employee retention survey developed by Biason, (2020) with 4 point likert scale ranging from (1) firmly disagreed to (4) firmly agreed. The 5 items were used to assess employee retention.

Model specification

$$er = f(cc, c)$$

$$er = \beta_0 + \beta_1 cc + \epsilon \text{ ---model (i)}$$

$$er = \beta_0 + \beta_1 c + \epsilon \text{ ---model (ii)}$$

Where,
 er = employee retention
 cc= career concern
 c= career curiosity

Presentation of Data, Result and Discussion of Findings.

Table 2 shows the demographic features of the study participants on the two dimensions of career adaptability (career concern and career curiosity) and employee retention. The result showed that

133(48.90%) are male and 139(51.10%) are female. The result also indicated that 70(25.74) is within the age bracket of 25-35years, 58(21.32%) 36-45years, 116(42.65%) 46-55years, and 28(10.29%) 56-65years respectively. On marital status, it was unveiled that

44(16.18%) and 228(83.82%) are single and married. Finally, it was shown on the basis of profession that 95(34.93) and 177(65.07) are doctors and nurses respectively.

Table 2:

S/N	Variable	categories	Frequency	Percentage
1	Gender	Male	133	48.90%
		Female	139	51.10%
		Total	272	100.0%
2	Age	25-35	70	25.74%
		36-45	58	21.32%
		46-55	116	42.65%
		56-65	28	10.29%
		Total	272	100.0%
3	Marital status	Single	44	16.18%
		Married	228	83.82%
		Divorced	0	0
		Total	272	100.0%
4	Profession	Doctor	95	34.93%
		Nurse	177	65.07%
		Total	272	100.0%

Table 3 showed the result of the descriptive statistics (mean, minimum, standard deviation, maximum and Cronbach Alpha. The mean score of all the variable includes 3.479(employee retention), 3.790(career concern) and 3.799(career curiosity) respectively. It was also revealed that the minimum value of all the variables is 1, 1, 1 respectively while the maximum value is 4, 4, 4 respectively. The standard deviation of the variables is 0.309(employee retention), 0.268(career concern) and 0.278(career curiosity) while the Cronbach alpha of the variables exceeded 0.70.

c	0.78				
	272	3.790	1	0.268	4
	0.79				
	272	3.799	1	0.278	4
	0.72				

Table 3: descriptive statistics

Variable	Observation	Mean	Minimum	Standard Deviation	Maximum
Er	272	3.479	1	0.309	4

Table 4 shows the correlation matrix of the two construct under study. The result unveiled that the variable cc (r=0.21) was positively and significantly related to employee retention at (p.value 0.0004<0.05). Although, the variable c (r=0.70) carried a positive sign, but the correlation wasn't significant (p.value 0.2486>0.05). However, the result also indicated that the relationship between cc and c (r=0.15) were positively and significantly related at (p. value 0.0114<0.05).

Table 4: correlation matrix

Pwcorr er cc c, sig star (0.05)

Variables	Er	Cc	C
Er	1.0000		
Cc	0.2148* 0.0004	1.0000	
C	0.0702 0.2486	0.1531* 0.0114	1.0000

Hypotheses testing

This study adopted linear regression in testing the research hypotheses. In table 5, the coefficient value (0.247) is positive and significant at (p<0.05). Hence, hypothesis 1 cannot be rejected. The R-square value of 0.0461, f-ratio (1,270) = 13.06, and p = 0.000<0.05 shows that career concern (cc) explains 4.61% variation in employee retention (er). This means that there is a positive and significant relationship between career concern (cc) and employee retention (er). Therefore, career concern (cc) has a positive effect on employee retention (er)

Table 5: linear regression of career concern and employee retention

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. regress er cc
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Source	SS	df	MS	Number of obs =	272
Model	1.1903881	1	1.1903881	F(1, 270) =	13.06
Residual	24.6059312	270	.091133078	Prob > F =	0.0004
Total	25.7963193	271	.09518937	R-squared =	0.0461
				Adj R-squared =	0.0426
				Root MSE =	.30188

er	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
cc	.2470765	.0683637	3.61	0.000	.1124829 .3816702
_cons	2.542147	.2597741	9.79	0.000	2.030707 3.053588

In table 6, the coefficient value (0.078) is not significant at (p>0.05). Hence, hypothesis 2 is rejected. The R-square value of 0.0049, f-ratio (1,270) = 1.34, and p = 0.249>0.05 showed that career curiosity (c) has a non-significant relationship with employee retention. Thus, career curiosity (c) has no effect on employee retention (er)

Table 6: linear regression of career curiosity and employee retention

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. regress er c
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Source	SS	df	MS	Number of obs =	272
Model	.127110394	1	.127110394	F(1, 270) =	1.34
Residual	25.6692089	270	.095071144	Prob > F =	0.2486
Total	25.7963193	271	.09518937	R-squared =	0.0049
				Adj R-squared =	0.0012
				Root MSE =	.30834

er	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
c	.077776	.0672635	1.16	0.249	-.0546517 .2102037
_cons	3.183204	.2562184	12.42	0.000	2.678764 3.687644

VIII. DISCUSSION OF FINDINGS

This study focused on the relationship between career adaptability (career concern and career curiosity dimension) and employee retention in the health sector in general and university teaching hospitals in particular of some selected university teaching hospitals in south-south zone of Nigeria. Analysis of data collected from all the participants of the study revealed that there is a significant relationship between career concern and employee retention as stated in hypothesis 1. Hence, the alternative hypothesis is accepted (p-value 0.0004<0.05). The implication is that employees who are concerned about their career are future-oriented and prepared for upcoming professional tasks and challenges. Such employees are considered as an asset to the organization and are likely to remain with the organization. According to Le et al. (2019), thinking about one's job (career concern) can help people look forward, get ready for the future, and cultivate positive views about it. This finding is supported by the findings of Coetzee and Stoltz (2015) who argued that employee career concerns, goals and plans, and how they relate to retention practices, are important for retention.

However, the result also unveiled that there is a non-significant relationship between career curiosity and employee retention as stated in hypothesis 2. Hence, the alternative hypothesis is rejected (p-value 0.2486>0.05). This finding contradict the findings of Mujajati, (2016) who argued that Employees with high level of career curiosity are adaptable to changes in their career, workplace and are satisfied with the retention factors provided by their organization and chooses to remain in the organization.

CONCLUSION AND RECOMMENDATION

This study examined the relationship between career adaptability (career concern and career curiosity dimension) and employee retention in Nigeria in the health sector, particularly university teaching hospitals in south south zone. Consequently, two hundred and eighty nine (289) questionnaire were administered to the respondents of which two hundred and seventy two (272) were fully retrieved and completed. The findings of the study revealed that the relationship between career concern and employee retention is positive and significant. While the relationship between career curiosity and employee retention is not significant. Based on the result of this study, it was recommended that management in the health sector particularly, university teaching hospitals should implement career development programs and provide opportunities for continuous learning as this will increase the adaptive capacity of employees. This will in turn make top talented employees remain in the organization thereby, increasing employee retention. Additionally, management needs to do a better job of fostering an environment at work where workers are motivated to diligently look for their own fit in their profession and adopt a curious mindset that seeks out new information to help them understand themselves and their work better.

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