



The Effect of Career Growth on Employee Turnover Intention in Sarawak Construction Industry

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ABSTRACT

This study examines the effect of career growth dimensions (career goal progress, professional ability development, promotion speed, and remuneration growth) on turnover intention in the Sarawak construction industry. Using a quantitative method and cross-sectional design, data was collected through an online survey questionnaire and analysed using multiple regression analysis. Results indicate that career goal progress and professional ability development have a significant effect on turnover intention, while promotion speed and remuneration growth do not have any significant effect on turnover intention. These findings emphasise the importance of career growth opportunities and professional development strategies to enhance employee satisfaction and reduce turnover. Organisations should reassess retention strategies and consider other factors influencing turnover intention to improve employee retention efforts.

Keywords: career growth, turnover intention, career goal progress, professional ability development

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1 INTRODUCTION & BACKGROUND OF STUDY

In recent years, there is a spike in turnover rate within the current labour market and it has become a severe phenomenon around the globe. In Malaysia, turnover rate has started to increase in early 1991 due to increased demand and various opportunities that existed in the market. The Randstad Employer Brand Research (2022) revealed that 30% of Malaysian employees have planned to switch jobs before June 2022. This marked a 7% increase from the previous year, driven by the fact that companies are hiring more headcount to manage their businesses as the labour market recovers from the Covid-19 pandemic. Ultimately this leaves employees being tempted and motivated to look for new and better job opportunities. The turnover issue has been brought to the attention of various academicians and practitioners due to it being costly and destructive to the organisations (Kacmar et al., 2006).

The construction industry in Malaysia is experiencing an exponential growth as demand for residential and commercial structures rises. Various current projects, such as ports and airports, water dams, water networks, sewage systems, power plants, urban transportation systems, motorways are included in mega projects designed expressly for infrastructure development (CIDB, 2017). Construction companies have become one of the main sources for supporting the economy and business activities in Malaysia. The socioeconomic development of every nation is significantly influenced by the construction sector (Rahman et al., 2013) as it contributes majorly to a nation's overall Gross Domestic Product (GDP) (Hussain & See, 2019). In its Malaysia Salary Guide for 2018/19, Kelly Services reported that the thriving of the construction and manufacturing industry will be the significant contributors to Malaysia's healthy job growth in the next year, which will also foster development in the banking and financial sectors (NST Business, 2018).

There is a substantial significance in retaining employees in Malaysia and this has to be a priority to ensure organisation profitability and effectiveness. Many studies concentrate on the expense incurred by businesses when an employee leaves, since this is one of the main issues that employers encounter (Yousuf & Siddqui, 2019). Human resource managers are required to recruit and retain qualified employees that possess a specific set of skills which are essential to the organisation's survival. According to Vos and Meganck (2008), talent workers are harder to keep since they are more concerned with forging their own career paths than with being devoted and loyal to the company. Researchers in the fields of Human Resource contended that managing employees' perceptions towards organisation's commitment in rewarding employee loyalty and commitment is as crucial as developing the best possible portfolio of Human Resource practices for the effective management of turnover.

In this study, the researchers aimed to examine the effect of career growth on employee turnover intention within the construction sector, by adopting the dimensions of career growth proposed by Weng and Hu (2009), which include career goal progress, professional ability development, promotion speed, and remuneration growth. Mayangdarastri and Khulna (2020) stated that providing career growth opportunities allows for higher job satisfaction and job performance, leading to a rise in organisational commitment and eventually an increase in their loyalty and intention to stay with the organisation. This statement is supported by the results of past studies done by Nouri and Parker (2013), Karavardar (2014), Putri and Handoyo (2020); and Ohunakin et

al. (2018) which show significant effects of career growth on turnover intention. These studies have further demonstrated that career growth is a key strategy for meeting the needs of skilled employees and lowering their possibility of leaving the organisation. The study primarily focused on the group of executives and leaders within the organisation of the study.

1.1 Turnover Intention

Turnover intention is also known as turnover tendency or turnover plan (Falahat et al., 2019). Belete (2018) describes turnover intention as an employee's likelihood of leaving their job in the organisation they work in. Turnover intentions show an individual's attitude toward the company by revealing the subjective likelihood that he or she will leave. Falahat et al. (2019) stated that employee turnover can be categorised as voluntary and involuntary turnover. Voluntary turnover occurs when employees depart on their own volition. Among the reasons for resignation are to seek for better working environment, a higher pay, better compensation and benefits, health reasons, retirement, better job opportunities or career changes. On the contrary, involuntary turnover happens when employees are terminated by organisations due to poor performance or organisational reengineering (Falahat et al., 2019).

Employee retention is the opposite of employee turnover. Thompson and Muda (2021) contended that employee retention is a strategy adopted by an organisation to understand and meet the requirements of its employees to keep them on board and help it accomplish its strategic goals. Employee retention becomes critical as firms compete fiercely for qualified employees. It is important to address turnover issues in an organisation as it brings serious impacts on the organisation. Letchumanan and Apadore (2017) pointed out that as a result of turnover, the company's performance will suffer, thereby reducing productivity and service quality, as well as raising the costs relating to the recruitment of new staff. Thus, employee turnover must be addressed in any organisation, notably in the construction business, which has a high turnover rate in Malaysia (Aon Hewitt, 2015).

As indicated by Mayangdarastri and Khulna (2020), career growth opportunities lead to higher job satisfaction and job performance, therefore increasing the organisational commitment, loyalty and intention to stay with the organisation. In relation to this, the following sub-sections addressed the effect of career growth on employee turnover intention by adopting the dimensions of career growth proposed by Weng and Hu (2009), which include career goal progress, professional ability development, promotion speed, and remuneration growth.

1.1.1 Career Goal Progress

Career goal progress is defined as the degree to which one's current position in the organisation provides an opportunity for achieving his or her career goals (Ekabu et al., 2018). According to Praskova et al. (2015), straightforward and progressive career goal is regarded as significant and are associated with a person's identity; it also gives structure, purpose, and motivation, which promotes well-being (Park, 2010). Supporting social context, particularly having a supportive supervisor is crucial for achieving career goals. A supportive organisational culture and helpful

co-workers will also increase the motivation of the employees to pursue their career goals (van Dierendonck, 2015). Personalized career discussions can encourage a defined growth strategy so that there are consistencies between personal development goals and the organisational strategies (Song & Zhu, 2022). Career planning is another attempt to achieve career goals through the identification of career path, which entails self-evaluation to find out passion and interests for various careers; discovering available career possibilities; choosing best career options; and establishment of career goals (Ndiritu & Maina, 2022).

When employers foster an environment that supports the progression of career goal of their employees, employees feel drawn and attached to the organisation (James et al., 2017). Al Balushi et al. (2022) asserted that employees will have a clear vision for their future if they believe that their employers are committed in helping them progress through their career, and in return, enhances the employee's commitment towards the organisation. Holtschlag et al. (2020) highlights the significance of work goal progress, whereby allowing people to move closer to their personally important goals could be a key aspect in tying them with the organisation. Managers and supervisors must communicate with their subordinates to discuss their performance and self-assessment reports for future improvement, assist them in setting goals and performance targets, and ensure that they have a clear understanding of the career ladder, as this will ultimately increase the organisation's employee retention rate (Siddiqui et al., 2021).

1.1.2 Professional Ability Development

Professional ability development refers to the intentional efforts taken by employers to help employees acquire or gain the knowledge, skills, and abilities needed to carry out their daily tasks (Nouri & Parker, 2013). Professional development equips human resources with the necessary knowledge and skills to respond to evolving globalization trends, making it essential to the success of every firm (Yaqub et al., 2020). The authors also indicated that the effort to retain and leverage the workforce are accomplished through a training and development approach that has evolved into a new idea known as continuing professional development. Other competency development efforts that can be adopted by organisations include mentoring; creation of knowledge sharing and learning culture; social media usage; workshops; seminars; and refresher courses, which can all help to enhance learning opportunities that will undoubtedly extend and develop their knowledge and skills; assist in dealing with everyday problems; as well as to boost work efficiency and output (Singh & Singh, 2021; Younas & Bari, 2020).

Knowledge and skills development are one of the key factors influencing employees' commitment, which in turn affects their desire to stay (Naim & Lenka, 2018; Novey, 2020). Brander-Peetz et al. (2021) support this statement by connoting that professional development is likely to improve commitment, especially when it fosters organisational and career growth. The opportunities for professional growth and development, including further education and training provided for the employees, will make them feel appreciated in their jobs; acknowledged in their current and future capabilities; and expected by the organisation to thrive further (Mustafa & Ali, 2019). Tawng and Htet (2022) mentioned that employees will be able to complete their tasks if organisations set up the appropriate professional development programme for them to foster their professional

competence. As a result, they will feel emotionally connected and be less likely to leave the current organisation.

1.1.3 Promotion Speed

Promotion speed is defined as the reassignment of an employee to a higher ranked position with more authority and responsibility (Chukwu, 2019). Promotion is one of the many strategies that businesses use to increase the motivation of their staff, by moving them from a lower grade to a higher grade with ensuing rise both in salary and responsibilities (Tadesse, 2017). An employee's contribution to the company may be recognized through promotion, and promotional opportunities are necessary to retain the employee depending on the importance or value he or she brings to the company. Promotions are advantageous to organisations because they help to build trust and loyalty that result in a strengthened relationship between employer and employee, consequently in the long run, the organisations will be able to fulfil its objectives and obtain market success (Abuhashesh et al., 2019).

Zainol et al. (2020) discovered that employee contentment relating to promotions may lead to individuals planning to leave their jobs. Employees may become uncommitted or even decide to leave their positions if they are discontent with the employer's promotion decisions. A study conducted by Bello et al. (2021) posits that employees would be highly satisfied with their job and thus retained if promotional opportunities are integrated into the management while stating that managers should practice considerable and satisfactory promotion rates along with maintaining fair promotion opportunities to remedy employees' turnover intention.

1.1.4 Remuneration Growth

According to Dessler (1997), remuneration is one type of payment given to employees because they are hired by the business. Raising salaries is the most challenging undertaking for an organisation, however its significance is not to be neglected, as salary levels symbolise how highly the employees, the employees' families and the community appreciate their contribution to work. Ldama and Nasiru (2020) asserted that an essential part of a successful remuneration policy is to review and assess each employee's salary to make sure they receive fair and appropriate compensation in comparison to other colleagues as well as within the labour market. The authors also connote that remuneration growth has a positive influence on staff productivity and work performance, productivity, and job satisfaction; if employees believe that they are paid well, they will perform better and produce higher quantity and quality of work (Ldama & Nasiru, 2020).

Siregar and Maryati (2020) finds that there is a significant negative effect between compensation and turnover intention. They also express that employees will have a stronger sense of satisfaction if their compensation is higher, and this will lessen their turnover intention and willingness to shift to another organisation. Moreover, employees will be unsatisfied if their compensation is low or does not correspond to the task they are doing, and this dissatisfaction will enhance their desire to relocate to another organisation that is projected to provide greater income (Siregar & Maryati, 2020). Song and Jung (2022) opined that an unequal distribution of rewards for similar work under

identical circumstances generates frustrations. Employees who believe their present job's salary and fringe benefits are unfair try to switch to one where the pay they receive is more in line with what they believe to be fair.

1.1.5 Social Exchange Theory (SET)

Drawing on the social exchange theory (SET), this study develops a framework to investigate the effects of career growth dimensions on employee turnover intention. As per the social exchange theory, all human interactions are moulded by subjective cost-benefit analysis (Blau, 1964). The SET is described as a series of negotiated transactions between two parties who share responsibility for one another and rely heavily on each other (Almaaitah et al., 2017). In a two-way relationship, individuals provide support and aid to others and expect a reciprocal reaction. When the social interaction between employee and employer is established, the employee's desire to quit the organisation is minimal (Nawaz & Pangil, 2016). Individuals will also reciprocate by staying in their current work if they have a favourable impression of the human resource practices, including the opportunity for career growth (Abdulkareem et al., 2015). As it applies to the present study, organisational initiatives that provide staff with opportunities for career growth and improve staff competencies are reciprocated with high levels of emotional commitment and intention to stay in the organisation.

2 PROBLEM STATEMENT

In Malaysia, the construction industry is significant since it influences the country's economic growth. However, high turnover is the main problem most Malaysian construction companies are dealing with, and management research has been quite concerned about this issue (Moshood et al., 2021). This industry records a high attrition rate, with the progressive rise in voluntary turnover of workers (Aon Hewitt, 2015). Moreover, the industry is also facing with the challenge of acquiring skilled local labour (Noorasiah et al., 2021) and the issue of severe labour shortage (Najib et al., 2019). Hence, turnover issue should be addressed to accommodate the high demands for employees. It is projected that the construction industry required roughly one million construction workers per annum due to its labour-intensive nature, as many tasks have to be completed manually to mobilize building and infrastructure projects (Manap et al., 2017).

According to findings from a study by The Economist Corporate Network Asia (2018), construction firms in Asia's fast-growing economies, including Malaysia, China, and India, have significant staff turnover rates of more than 10%. Additionally, the Workforce Vitality Index (ADP) reported in 2017 that contractors and construction organisations experience substantial worker turnover issues, yet they choose to disregard them (Hussain & See, 2019). These figures demonstrate the gravity of the situation in Malaysia as the high turnover rates in Malaysian construction companies is frequently problematic and have detrimental effects on businesses. For instances, research has found that finding a replacement for one worker costs businesses anything from 20% to over 200% of the annual salary pay out (Carter et al., 2019; Elliott, 2021). Employee turnover is a general issue for the firm since it results in significant costs for the business, such as

the loss of organisational knowledge and human capital, as well as costs for advertising, recruiting, and training new hires (Hosen, 2022).

Among the reasons for turnover of construction employees are no increment of salary, organisational politics, and dissatisfaction towards the working environment (Bilau et al., 2015). Carpio et al. (2015) mentioned that the construction industry does not attract local labours to remain and work in due to its limited upward career movement, low wages, and high levels of challenging tasks. In a survey executed by the Construction Industry Development Board (CIDB) in 2017, it was revealed that more than half of the respondents desired improvement on the employment benefits package offered by construction companies in Malaysia (Ipsos Loyalty, 2017). Moreover, Safian et al. (2021) discovered that the pull factors that would make employees remain with the firm include higher pay, better fringe benefits, training and development opportunities, and career advancement opportunities, which points to the fact that the construction industry's employees yearn for career growth.

There are not many studies that link career growth and turnover intention, but the few that do all agree that employees who perceive that the organisation that provides career management where they work in will have lower turnover intentions (Guan et al., 2015; Schnake et al., 2007). It has been proposed that career management strategies are crucial since employees are highly worried about their career stage and the possibilities of career growth, regardless of whether they are within the current organisations or in other companies (Karavardar, 2014). Additionally, organisations should prioritise career development and career-related policies that could forge a psychological contract with their employees to retain them (Karavardar, 2014). As a result, employees who anticipate career growth and advancement will stay longer in the company, and eventually, turnover intentions will be minimized.

In the construction industry, research on career-related turnover is limited compared to other sectors. Furthermore, past studies have shown varying results, with professional ability development and career goal progress appearing more significant than remuneration growth and promotion speed (Weng & McElroy, 2012; Li & Ding, 2014). Additionally, there is a lack of research on employee turnover intention in the construction industry in Malaysia (Hussain & See, 2019). Therefore, this study examines the effect of career growth on turnover intention among construction industry employees in Kuching, Sarawak, aiming to bridge this knowledge gap and contribute to the existing body of knowledge.

3 RESEARCH OBJECTIVES

To examine the effect of career growth (career goal progress, professional ability development, promotion speed, and remuneration growth) on employees' turnover intention.

4 RESEARCH HYPOTHESES

Ha1: There is a significant effect of career goal progress on employees' turnover intention.

Ha2: There is a significant effect of professional ability development on employees' turnover intention.

Ha3: There is a significant effect of promotion speed on employees' turnover intention.

Ha4: There is a significant effect of remuneration growth on employees' turnover intention.

5 METHODOLOGY

This study employed a cross-sectional and quantitative research design to examine the effect of career growth on turnover intention in the construction industry. An online survey questionnaire was distributed to employees in a construction company located in Kuching, Sarawak to collect the necessary data. The study primarily focused on executives and leaders within the organisation of study, resulting in a sample predominantly comprised of individuals holding managerial and executive positions. The questionnaire consists of three sections. Section A was on demographic questions that consisted of six items, including gender, age, race, marital status, monthly salary, and length of service. Section B was on career growth with a total of fifteen items related to career goal progress, professional ability development, promotion speed, and remuneration growth which was adapted from the Organisational Career Growth Scale by Weng et al. (2010). Section C was on turnover intention, which was adapted from the Turnover Intention Scale (TIS) by Roodt (2004) and consisted of six items. In sum, there were 27 items included in the survey questionnaire. In both Section B and C, respondents were asked to express their opinions using a five-point Likert scale with "1=Strongly disagree," "2=Disagree," "3=Neutral," "4=Agree," and "5=Strongly agree". In order to ensure the validity of the questionnaire, the items were adopted and adapted from established questionnaires (Weng et al., 2010; Roodt, 2004). In terms of reliability, the pilot study revealed that all items for Sections B and C possess Cronbach's Alpha value of more than 0.7, implying that the items are reliable. The data collected (N=54) was analysed using multiple regression analysis to determine the effects of the independent variables on turnover intention. The data has undergone normality tests using histogram and Q-Q plot method, of which both tests display a normal distribution of data.

6 FINDINGS & DISCUSSION

6.1 Demographic Characteristics of Respondents

In terms of gender, there were more female (59.3%) than male (40.7%) respondents. Majority of the respondents were in the range of age of 31 – 40 years (37.0%), followed by 41 – 50 years (31.5%) and 21 – 30 years (22.2%), and the age group of 51 – 60 consists of the least number of respondents (9.3%). Malays account for the highest number of respondents (33.3%), and in contrast, both Indian and Kenyah were made up of only 1 respondent, respectively (1.9%). In terms of marital status, the respondents of this study were either single (46.3%) or married (53.7%). As for the distribution of monthly salary, most of the respondents were receiving a monthly salary range of RM2,500 to RM5,000 (46.3%), followed by a salary range of RM5,001 to RM7,500 (29.6%) and RM7,501 to RM10,000 (16.7%). There were only 3 respondents having monthly salaries of more than RM10,000 (5.6%), whereas only 1 respondent (1.9%) reported receiving a

monthly salary of less than RM2,500. In terms of the length of service, the majority of respondents have worked for 6 to 10 years in the organisation (38.9%), followed by 5 years and below in service (35.2%), and those who worked more than 10 years comprise 25.9%.

6.2 The Effect of Career Growth on Turnover Intention

Based on Table 1, the findings of this study indicate that 75% of the change in turnover intention can be explained by the predictor(s) examined in this study. Table 2 reveals that Professional Ability Development and Career Goal Progress exhibit a p-value smaller than 0.05; $p=0.000 < 0.05$. This suggests that these two variables are being used in the prediction of turnover intention. The result indicates that there is a significant negative effect of Career Goal Progress on turnover intention. Thus, H_{a1} is failed to be rejected and this finding is supported by past studies of Al Balushi et al. (2022), Holtschlag et al. (2020), and Ohunakin et al. (2018). Table 2 illustrates that there is a significant negative effect of Professional Ability Development on turnover intention. Hence, H_{a2} is failed to be rejected and this finding is consistent with past studies done by Kasdorf and Kayaalp (2022), Widigdo (2020), and Noviyanti et al. (2019).

Given the presence of multiple significant predictors in the model, the Beta Standardized Coefficient values shown in Table 2 are utilized to establish a hierarchy of variable importance with respect to predicting the dependent variable, with Professional Ability Development ranked first in importance, followed by Career Goal Progress. Thus, with regard to the ranking of the importance of the predictors for turnover intention, the present model indicates the following order:

$$\text{Turnover intention} = -0.680 * \text{PAD} - 0.495 * \text{CGP} + 6.808$$

Table 1. Model summary table.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.786 ^a	.617	.610	.67511	.617	83.820	1	52	.000
2	.865 ^b	.748	.738	.55297	.131	26.510	1	51	.000

a. Predictors: (Constant), Professional Ability Development

b. Predictors: (Constant), Professional Ability Development, Career Goal Progress

c. Dependent Variable: Turnover Intention

Table 2. Coefficients table.

Model		Unstandardised Coefficients		Standardised	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	5.459	.268		20.348	.000
	Professional Ability Development	-.868	.095	-.786	-9.155	.000
2	(Constant)	6.808	.342		19.909	.000
	Professional Ability Development	-.680	.086	-.616	-7.928	.000
	Career Goal Progress	-.495	.096	-.400	-5.149	.000

a. Dependent Variable: Turnover Intention

Table 3 indicates that Promotion Speed and Remuneration Growth were found to have p-values which exceed the threshold of 0.05 for statistical significance, $p=0.415>0.05$ and $p=0.075>0.05$, respectively. As a result, these variables were deemed insignificant predictors of turnover intention and were excluded from the analysis. Therefore, H_{a3} is rejected, and this finding is supported by past studies such as Handayani and Suhariadi (2020) and Yang et al. (2015). H_{a4} is also rejected, and the finding is consistent with past studies done by Sharma and Xu (2022), Agina and Abdelhakim (2021), and Asegid et al. (2014).

The sample composition may have contributed to the lack of significant results regarding the effect of promotion speed and remuneration growth on turnover intention. As mentioned in the methodology, the study primarily focused on executives and leaders within the study organisation. This specific sample's differing perspectives and preferences, who may have already attained a certain level of professional advancement, could explain the lack of statistically significant results for promotion speed. Additionally, it is possible that they had different motivations and priorities regarding turnover intention due to their higher-level positions within the organisation. As a result, it is suggested that future studies consider a more diverse sample that encompasses various occupational positions and experience levels to understand the relationship between promotion speed, remuneration growth, and turnover intention.

Among the four variables in our dataset, it has been observed that only two variables, namely Professional Ability Development and Career Goal Progress, can be utilised to forecast turnover intention. It has been found that Professional Ability Development and Career Goal Progress can be used to predict turnover intention, where these two variables explain 75% of changes in turnover intention. The regression model predicts approximately 75% of variances in turnover intention, $R^2 = 0.75$, $F(2,51) = 75.725$, $p<0.05$.

Table 3. Excluded variables table.

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	Professional Ability Development	-.400 ^b	-5.149	.000	-.585	.819
	Promotion Speed	.058 ^b	.671	.505	.094	.999
	Remuneration Growth	.191 ^b	2.246	.029	.300	.939
2	Promotion Speed	.058 ^c	.823	.415	.116	.999
	Remuneration Growth	.131 ^c	1.821	.075	.249	.912

a. Dependent Variable: Turnover Intention

b. Predictors in the Model: (Constant), Professional Ability Development

c. Predictors in the Model: (Constant), Professional Ability Development, Career Goal Progress

7 IMPLICATIONS, RECOMMENDATIONS & CONCLUSION

Previous studies on the effect of career growth on turnover intention are scarce. The present study authenticates and reinforces established theories and models about employee retention, specifically within career development. This study contributes to the existing literature by providing further insights into the effect of career goal progress and professional ability development on employees' intention to leave the organisation within the construction industry. Besides, the noteworthy effect of career goal progress and professional ability development on turnover intention holds significant implications for organisations and human resource professionals, as these underscore the significance of emphasising employees' professional growth and establishing a conducive atmosphere that fosters their career progression. Moreover, the construction industry's reputation as a desirable and feasible career option is strengthened when it is dedicated to supporting career progression and facilitating professional growth through investing in training programs, mentorship opportunities, and career advancement initiatives.

It is recommended that organisations cultivate a conducive work environment that facilitates their employees' growth and development through consistent feedback and coaching, fostering a culture of continuous learning, and providing opportunities for workers to enhance their competencies and expertise. Future researchers are encouraged to explore the impact of career growth and turnover intention across different job categories and levels within organisations and industries. Using larger sample sizes can increase statistical power and provide more robust findings, and longitudinal or mixed-methods research designs can offer deeper insights into the cause-and-effect relationship between career growth and turnover intention over time. The construction industry may want to collaborate with educational institutions, industry associations, and government bodies that have the potential to facilitate the professionalisation of the industry and establish

recognised career pathways for employees through sharing best practices, conducting research studies, and collaborating on workforce development programs, which can collectively address the challenges of turnover intention.

In a nutshell, the findings indicate that career goal progress and professional ability development were found to have significant adverse effects on turnover intention. As the findings suggest, it is hoped that stakeholders like HR practitioners, organisations or the construction industry emphasise providing clear career growth opportunities and professional growth strategies to enhance satisfaction and reduce employee turnover. The non-significant effects pertaining to promotion speed and remuneration growth on turnover intention suggest that these variables may possess less of an effect than previously postulated within the body of knowledge and in practice, which necessitates that organisations and professionals review and reassess their approaches and place greater emphasis on other factors, such as other non-financial incentives to enhance employee retention.

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