




“Career development and turnover intention: Investigating affective commitment’s mediating role among telecommunications employees in Egypt”

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CAREER DEVELOPMENT AND TURNOVER INTENTION: INVESTIGATING AFFECTIVE COMMITMENT'S MEDIATING ROLE AMONG TELECOMMUNICATIONS EMPLOYEES IN EGYPT

Abstract

Employee turnover is an expensive problem for telecom firms going through a fast digital transition. This study investigates whether emotional occupational commitment mediates the association between multidimensional career development (career-goal advancement, professional competence development, promotion speed, and compensation growth) and employees' desire to leave Egypt's telecom industry. Employees of three major Egyptian operators (Vodafone Egypt, Orange Egypt, and WE) completed a structured online questionnaire between January and March 2025. Of the 600 surveys received, 588 were found to be legitimate and were included in the final study. Reliability testing (Cronbach's alpha), descriptive statistics, hierarchical linear regression, path (mediation) analysis, and Pearson correlation were used. All structures have strong internal consistency (alpha range 0.776–0.894). Affective commitment and career growth characteristics were positively correlated, but turnover intention showed a negative correlation. Affective occupational commitment mediates the association between career growth and turnover intention ($R^2 = 0.588$), as demonstrated by path analysis and hierarchical regression. The whole model explains 58.8% of the variation in turnover intention. According to the findings, telecom companies can significantly lower employee turnover by implementing organized career-development programs that increase emotional engagement by enhancing workers' abilities, making promotion tracks clear, and guaranteeing equitable compensation. To evaluate causal direction and generalizability, future studies should use longitudinal designs and cross-industry comparisons.

Keywords

career development, turnover intention, affective commitment, HRM, Egypt

JEL Classification

M12, J24, M54

INTRODUCTION

Most companies, even fast-paced ones like telecoms, are quite concerned about employee turnover. Workflow is disrupted by turnover, which also raises the expense of hiring and onboarding new staff. Additionally, it reduces organizational performance and knowledge (Mashile et al., 2019; Saeed et al., 2014). As a result, companies are increasingly putting career-development programs into place to help with employee retention. Employee views of long-term value inside the organization are shaped by organizational career growth, which includes skill development, career-goal progression, salary growth, and promotion speed (Girdwichai & Sriviboon, 2020; Judge et al., 1995). When workers believe their professional aspirations are being supported, they are more driven and less likely to quit (Sahni, 2019). The requirement for highly qualified and flexible professionals in the telecommunications industry is further increased by the ongoing technological progress (Valickas et al., 2015).



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Affective occupational commitment, a psychological construct that describes people's emotional attachment to their work, reduces turnover intention (Aziz et al., 2021; Meyer & Espinoza, 2016). Its higher levels are linked to increased commitment, engagement, and fortitude at work. Opportunities for professional growth can strengthen workers' emotional attachment to their work, reducing the likelihood that they will seek other employment (Affum-Osei, 2019; Giao et al., 2020). However, there is little research on the mediating role of affective occupational commitment, especially in the Middle East and in industries such as telecoms that are undergoing a digital transition (Khan & Iqbal, 2020; Sharma & Khan, 2020).

It is interesting to determine whether affective occupational commitment mediates the association between employees' intention to leave the Egyptian telecom sector and multidimensional career growth. The relationship between career advancement and turnover intention in Egyptian telecom companies might be mediated by occupational commitment. Demographic factors, including age, gender, education, and experience, should also be considered (Murray & Holmes, 2021; Woehler et al., 2020). The outcomes can offer useful information for HR managers looking to put in place efficient career-development programs that improve employee retention by concentrating on mediation paths. Examining the mediating effect of affective occupational commitment between career growth and turnover intention is crucial, as evidenced by the dearth of empirical research on this subject in the Middle East.

1. LITERATURE REVIEW AND HYPOTHESES

The retention of employees in telecommunications is a highly dynamic process that requires a combination of career development, affective occupational commitment, and turnover intention. Employees' perceptions of their career development opportunities determine their emotional commitment and their desire to remain in an organization.

Several organizational theories explain how career development influences employees' emotional attachment and turnover-related behavior. Self-determination theory (SDT) presupposes that, as a worker fulfills their competence, autonomy, and growth needs by providing opportunities for career development, they become intrinsically motivated and more engaged (Forner et al., 2020; Manganelli et al., 2018; Olafsen & Deci, 2020). When organizations support employees' career development, people are more willing to form emotional connections with the workplace and the company (Abou-Moghli, 2018). Transformational leadership perspectives also subscribe to SDT, and they emphasize the role of psychological support and developmental motivation in building occupational commitment (Bradfield, 2024; Shah & Shrestha, 2022).

This perspective is complemented by organizational support theory (OST), which hypothesizes that affective attachment of employees is developed on the foundation of perceived organizational care and support. Perceived organizational support is improved by access to training, promotion opportunities, and fair rewards; it improves affective commitment and decreases turnover intention (Bahadir et al., 2024; Eisenberger et al., 2020). Positive correlations between perceived organizational support and organizational commitment always emerge in empirical studies regardless of contexts (Thye & Yoon, 2015; Tumwesigye, 2010). Expectancy theory (ET) also describes how people become motivated by the belief that hard work will lead to desirable outcomes, such as promotions and salary increases (Vroom et al., 2005). Employees are motivated and more committed when they see that performance and career promotion are clearly connected, which leads to a decrease in turnover intentions (Mehboob & Othman, 2020; Redondo et al., 2019). All these theories add up to the fact that career development improves affective commitment, which in turn lowers the turnover intention among employees.

Organizational career growth is based on the views of employees regarding their promotion opportunities, development of their professional competences, rate of their promotion, and rise in compensation (Davidescu et al., 2020; Girdwichai

& Sriviboon, 2020; Hirschi et al., 2020; Vande Griek et al., 2018). Even though the traditional model of career has focused on hierarchical promotion, modern models have emphasized life-long learning, job expansion, and career practices that are non-discriminatory (Ridwan et al., 2020; Soenanta et al., 2020). Career advancements also increase employees' belief in equity and career advancement (Al Balushi et al., 2022). Career-goal progression, development of professional abilities, promotion rate, and compensation growth are the most prevalent operationalizations of career development, which are based on four dimensions (Judge et al., 1995; Luna-Arocas & Lara, 2020). The efficiency of promotion reflects how effective it is within organizational systems; the development of compensation based on social exchange theory shows recognition and equity, which strengthens the desire to remain among employees (Ashraf, 2020; Khan & Iqbal, 2020).

A growing body of literature supports the evidence that affective occupational commitment is positively related to career development. Employees with a significant chance to view growth, the expansion of skills, and promotion will be much more emotionally attached to their jobs (Sahni, 2019). The connection is particularly applicable to telecommunication, the area in which the pace of technological evolution demands continuous learning and adaptation (Valickas et al., 2015). Empirical studies indicate that the group of employees who feel that there is actual developmental opportunity is more occupationally attached and has stronger professional relationships (Giao et al., 2020; Wang et al., 2020). Career goals achievement, the necessity to assume leadership roles, and specialization also make affective occupational commitment better, aligning personal wishes with organizational opportunities (Aziz et al., 2021). Life-long development of skills also increases job satisfaction and ratings of gratitude, which strengthens occupational commitment (Al Balushi et al., 2022; Judge et al., 2023; Affum-Osei, 2019).

Affective occupational commitment is a specific feeling of connection that individuals have to work, rather than to an organization, in general (Meyer & Espinoza, 2016; Lombardi et al., 2019). It provides a better indicator of belongingness to a particular area of work as opposed to the bigger

constructs, such as career commitment (Dunger, 2023), and shows the extent to which individuals identify themselves with the values, the tasks, and the duties of their job (Adnan, 2021; Noviandri, 2019). Affective occupational commitment is thus highly relevant when explaining the response of the employees to the workplace experiences, together with the career-development opportunities. One issue of great organizational concern is turnover intention, which is an employee's desire to leave the job voluntarily, particularly in relatively competitive industries such as telecommunications (Saripudin et al., 2023). Some of the many factors influencing turnover intention include organizational culture, job satisfaction, managerial practices, work-life balance, and remuneration (Saripudin et al., 2023). The high turnover is expensive regarding the cost of recruiting new staff, providing them with new skills, and the loss of organizational knowledge (Heba et al., 2020; Mashile et al., 2019; Saeed et al., 2014). The risk of turnover also exists because of the hassles and the high competition in the telecommunications sector that decreases the level of performance and quality of services (Martini et al., 2023; Lin & Huang, 2021; Ninroon et al., 2020; Saragih et al., 2020).

Other studies have also indicated that affective occupational commitment typically mediates between career growth and turnover intention. Career progression also raises the emotional attachment rate of employees and hence, reduces the turnover rate (Dajani, 2015; Houssein et al., 2020; Saeed et al., 2019; Singh & Gupta, 2015). Similarly, job satisfaction is related to turnover intention as a result of affective loyalty (Weng & McElroy, 2017). Employees who are very committed to their occupation are also more demanding of their organizational support, and in this situation, retention is boosted when the needs are met (Ali et al., 2019; Meyer & Smith, 2009). Although affective commitment is recognized as one of the potent predictors of turnover outcomes (Crawshaw et al., 2012; Papademetriou et al., 2023), despite a common perception of career growth as a unidimensional construct, there is insufficient evidence (especially in the Egyptian telecommunications sector).

The available literature demonstrates the importance of career growth and positive occupational

commitment in turnover intention development, but not much has been done on the multidimensionality of career growth and the mediating role of emotional attachment. In addition, there is also scarce information in the form of empirical data on the telecommunications industry of Egypt.

Using affective occupational commitment as a mediator between employees working in the telecommunications market of Egypt, this study aims to examine how career-goal progression, professional ability development, promotion rate, and compensation influence turnover intention. To accomplish this aim, the following hypotheses are proposed:

H1: There is a significant relationship between career-goal progression and affective occupational commitment among employees.

H2: There is a significant relationship between professional ability development and affective occupational commitment among employees.

H3: There is a significant relationship between promotion speed and affective occupational commitment among employees.

H4: There is a significant relationship between remuneration growth and affective occupational commitment among employees.

H5: There is a significant relationship between affective occupational commitment and turnover intention.

H6: There is a significant indirect relationship between organizational career growth and turnover intention, mediated by affective occupational commitment.

H7: There is a significant effect of demographic data on the study variables.

- *H7a: Gender has a significant effect on the study variables.*
- *H7b: Education level has a significant effect on the study variables.*

- *H7c: Age has a significant effect on the study variables.*

- *H7d: Monthly income has a significant effect on the study variables.*

2. METHOD

This paper employed a quantitative cross-sectional survey to examine the relationships between career development and key career-oriented outcomes among employees in Egypt's telecom industry. All scales were originally developed in English and translated into Arabic using Brislin's (1970) back-translation technique to ensure both linguistic and conceptual equivalence. The validated scale by Weng and Hu (2009) was used to measure career development, Meyer and Allen's (1997) scale was used to measure affective commitment, and items adapted from Becker (1992) and cross-validated by Bae (2009), as cited by Kim et al. (2016) measured turnover intention. The measures were chosen because of their common application in HRM and research on organizational behavior, and good psychometric qualities.

The pilot test was presented to 50 telecom employees, which led to slight changes of wording so that the construct validity could be maintained. The questionnaire consisted of three sections (Table A1, Appendix A). The scales are all well-established in HRM research. All the items were measured using a classic five-point Likert scale (strongly disagree/strongly agree), making them comparative with other studies. This allows us to readily interpret the results statistically.

The study followed the international and national ethical research standards, such as COPE Guidelines of good publication practice. The Ethics Committee of the University of Tabuk provided their ethical approval (approval no. UT-542-326-2025).

The information was gathered from February to March 2025. The sample size covered workers of the three largest telecommunications companies in Egypt: Vodafone Egypt, Orange Egypt, and WE. These companies were specifically chosen because they are the largest players

in the field and can offer an appropriate background to study the development processes and turnover patterns. The collection of data was done using an online structured questionnaire, which was spread through institutional channels of communication and professional networks. Participants were required to participate voluntarily and anonymously and no personal information (e.g., names, email address, national ID numbers, etc.) was obtained. Electronic consent was given to the respondents prior to taking part in the survey.

There were 600 filled questionnaires. The number of valid cases remained 588 after the elimination of incomplete or inconsistent answers. This is more than the minimum sample size needed to conduct a mediation analysis with a strong level of statistical power (4% margin of error and a 95% confidence level). The following equation was used to arrive at the sample size:

$$n = \frac{z^2 p(1-p)}{e^2}, \tag{1}$$

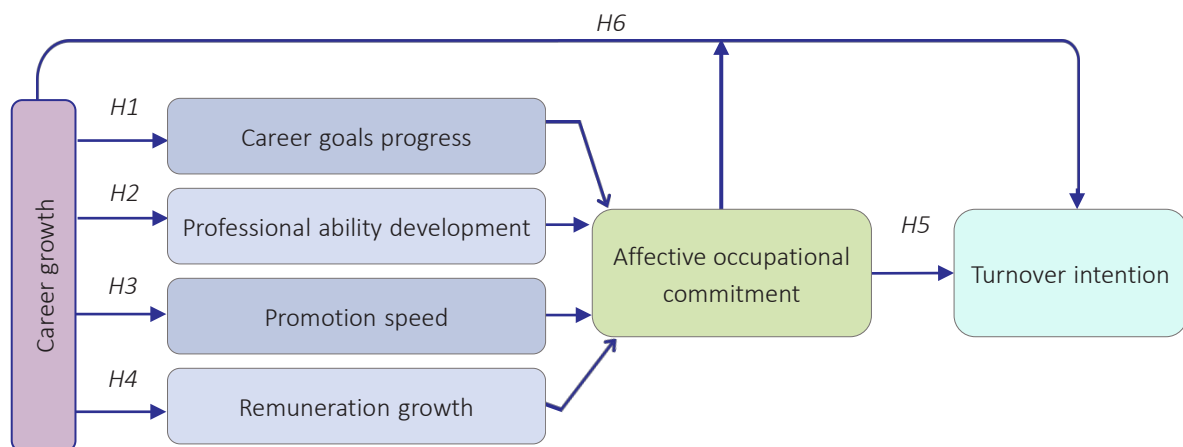
where $z = 1.96$, the standard score for a 95% confidence level, p is the estimated percentage of the population that was included in the study (50%), $(1 - p)$ is the estimated percentage that was not included in the population (50%), e is the acceptable margin of error (4%), and n is the sample size. Figure 1 shows the study variables and the suggested model.

Table 1 provides the respondents' demographic details, such as gender, age, education level, and monthly income.

Table 1. Demographic characteristics of respondents

Demographic Variable	Category	Percentage (%)
Gender	Male	51
	Female	49
Education Level	Less than a Bachelor's degree	1
	Bachelor's degree	3
	Diploma / Higher Diploma	11
	Master's degree	46
	Ph.D. degree	40
Age Group	Less than 25 years old	2
	25 to less than 30 years old	1
	30 to less than 35 years old	9
	35 to less than 40 years old	56
	40 years old and over	32
Monthly Income (EGP)	Less than 10,000	1
	10,000 to less than 20,000	3
	20,000 to less than 30,000	11
	30,000 to less than 40,000	49
	40,000 or more	36

TIBCO Statistica 14.14 was used to analyze the data. To measure the reliability of the scales, descriptive statistics as well as Cronbach's alpha coefficients were determined. The correlation coefficients between variables were tested by Pearson correlation. One-way analysis of variance (ANOVA) and the use of the Tukey post hoc tests were also used to determine group differences. Direct association



Note: Gender, age, education level, and monthly income were included as demographic variables to examine group differences in the study variables (H7a–H7d).

Figure 1. Variables and proposed model

between variables was tested by the hierarchical regression analysis, and the mediated correlation between the variables was tested by three-step regression analysis by means of path analysis to assess the overall model fit and variations in the value of R2.

3. RESULTS

3.1. Reliability and validity testing

The measuring scale showed respectable construct validity and strong internal consistency (Table 2). All constructs had Cronbach’s alpha values greater than 0.70, while item-level validity scores were greater than 0.40. These findings demonstrated the scales’ dependability and suitability.

3.2. Descriptive statistics and correlations

According to descriptive findings (Table 3), respondents’ judgments of professional advancement, emotional commitment, and desire to leave were all moderate. Statistically significant correlations between the variables were shown via correlation analysis. Thus, affective commitment was favorably correlated with career progression characteristics, whereas turnover intention was adversely correlated.

Table 2. Reliability and validity

Construct	Cronbach’s Alpha	Validity	Assessment
Career goal progress (X1)	0.855	0.925	Good
Professional ability development (X2)	0.875	0.935	Good
Promotion speed (X3)	0.804	0.897	Good
Remuneration growth (X4)	0.886	0.941	Good
Affective commitment (M)	0.894	0.946	Good
Turnover intention (Y)	0.776	0.881	Good

Table 3. Descriptive statistics and relative importance

Study Variable	Mean	Std. Deviation	Coefficient of Variation	Rank
Career-goal progression X ₁	4.18	0.66	15.67%	5
Professional ability development X ₂	4.15	0.52	12.47%	1
Promotion speed X ₃	4.15	0.60	14.53%	3
Remuneration growth X ₄	4.18	0.73	17.40%	6
Affective commitment M	4.17	0.63	15.15%	4
Employee turnover intention Y	4.18	0.56	13.34%	2
Minimum value	4.15	0.52	12.47%	
Maximum value	4.18	0.73	17.40%	

3.3. Hypothesis testing and inferential statistics

To determine whether the mean scores of the research variables deviated substantially from the neutral midpoint (mean = 3), a one-sample *t*-test was conducted. Table 4 displays the significant variations for each variable. The direct impacts of professional growth on emotional commitment and turnover intention were examined using regression analysis. Employees’ emotional attachment to their jobs was significantly influenced by all aspects of career development taken together.

Table 4. t-tests

Study Variable	t-test value	P-value
Career-goal progression X ₁	43.826	0.000
Professional ability development X ₂	53.781	0.000
Promotion speed X ₃	46.114	0.000
Remuneration growth X ₄	39.291	0.000
Affective commitment M	45.003	0.000
Employee turnover intention Y	51.336	0.000

Table 5 shows the hierarchical regression results, indicating that career development variables progressively increase the explained variance in affective commitment across the three models, with all model changes being statistically significant.

Table 6 presents the regression coefficients, demonstrating that career goal progression remains a

Table 5. Hierarchical linear regression model summary

Model	R	R Square	Adjusted R Square	R Square Change	F Change
1	0.634	0.402	0.401	0.402	393.730
2	0.694	0.482	0.481	0.080	90.870
3	0.710	0.505	0.502	0.022	26.371

Table 6. Regression coefficients for the three models

Model	Parameter	Coefficient	t-value
1	Career goals progress (X1)	0.539	19.843
2	Career goals progress (X1)	0.362	11.546
2	Remuneration growth (X4)	0.270	9.533
3	Career goals progress (X1)	0.287	8.419
3	Remuneration growth (X4)	0.207	6.842
3	Promotion speed (X3)	0.198	5.135

Table 7. HLRM of the three models

Model	R	R Square	Adjusted R Square	R Square Change	F Change	P-value F Change
1	0.634	0.402	0.401	0.402	393.730	0.000
2	0.694	0.482	0.481	0.080	90.870	0.000
3	0.710	0.505	0.502	0.022	26.371	0.000

strong and significant predictor across all models, while remuneration growth and promotion speed provide additional explanatory power in the subsequent models.

3.4. Mediation analysis

Two assumptions (H5 and H6) were supported by the indirect effects, which were evaluated using regression-based mediation analysis. The existence of a substantial indirect impact suggests that workers' emotional commitment to their jobs significantly decreased their risk of quitting the company.

Table 7 shows that affective commitment significantly contributes to the indirect relationship between career development variables and turnover intention.

3.5. Correlation and relationship strength

All of the important variables have strong positive correlations, according to the Pearson correlation matrix. Among the noteworthy results were the following.

There is a significant positive association ($r = 0.722$) between turnover intention (Y) and emotional commitment (M). There are notable positive correlations between the mediating (M) and dependent (Y) variables and the independent variables (X1, X3, and X4). Stronger views of professional progress were linked to higher levels of emotional commitment and lower turnover intentions, which supports H6.

3.6. Regression modeling – Determining key predictors

A three-stage HLRM (Table 8) was computed to evaluate the relative significance of the predictors and the mediation effect. Model 1 included only the strongest predictor, career-goal progression (X1), which explained 40.2% of the variance in turnover intention. Model 2 added remuneration growth (X4), increasing R^2 to 48.2%. Model 3 further included promotion speed (X3), pushing R^2 to 50.2%.

The incremental explanatory power of the variables entered at each stage was confirmed by the statistical significance of each model at $p < 0.001$. Career growth (X), a composite variable for the mediation analysis, was created by combining these predictors.

Table 8. Parameter estimation of the three models

Model	Parameters	Coefficients	T	P-value
1	Intercept	1.924	16.704	0.000
	Career goals progress X1	0.539	19.843	0.000
2	Intercept	1.537	13.403	0.000
	Career goals progress X1	0.362	11.546	0.000
	Remuneration growth X4	0.270	9.533	0.000
3	Intercept	1.296	10.65	0.000
	Career goals progress X1	0.287	8.419	0.000
	Remuneration growth X4	0.207	6.842	0.000
	Promotion speed X3	0.198	5.135	0.000

3.7. Mediation analysis – Affective commitment as a key link

Affective commitment (M) served as a significant mediator, according to path analysis. There were three parts to the model (Figure 2):

- X → M (career growth, which significantly influences affective commitment);
- M → Y (affective commitment, which significantly reduces turnover intention);

- The interaction term X * M → Y (which confirms that the mediating variable moderates the influence of career growth and turnover intention).

The path coefficients (Figure 2) of all the four X1–X3 to X4 to M were significant with the strongest coefficient between X1 and M (0.445, $p < 0.001$). The last model that incorporated the mediator explained 58.8% of turnover intention variance (R^2). This degree of explained variance shows that affective commitment had a significant moderator effect.

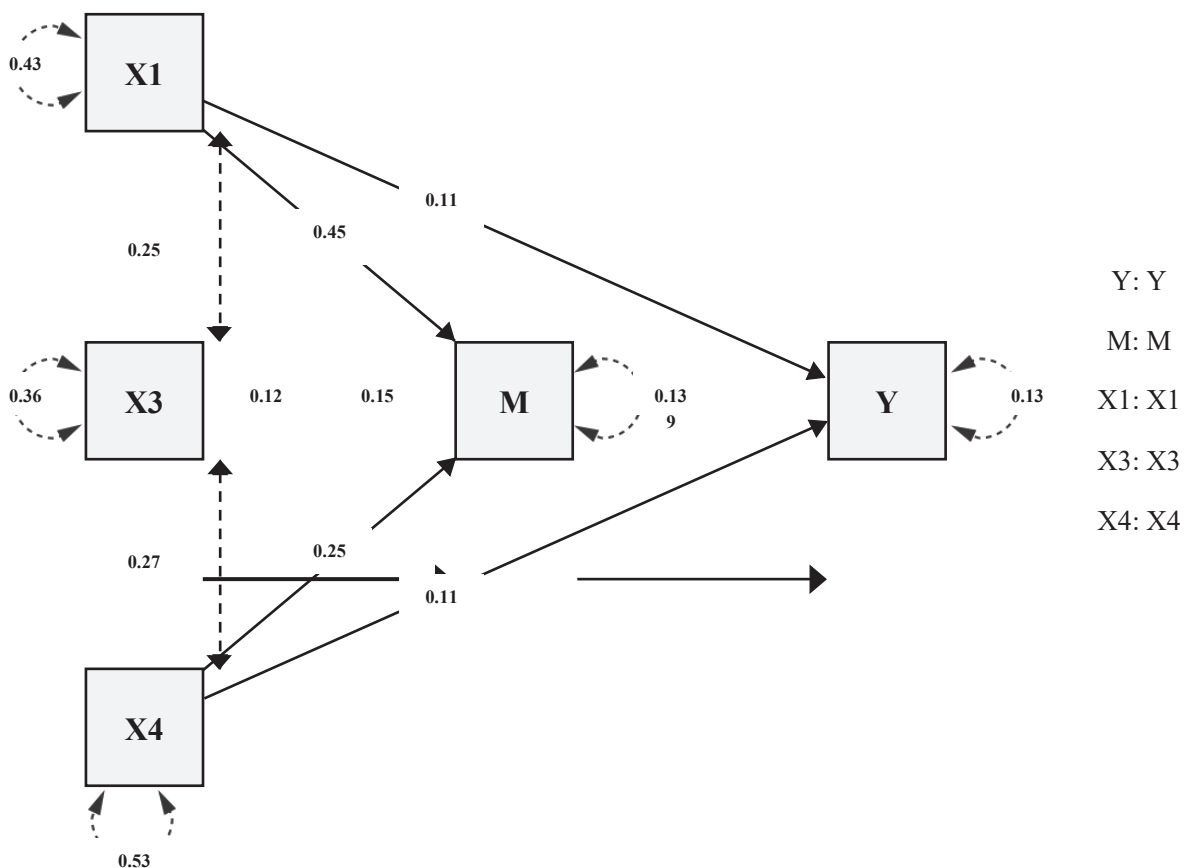


Figure 2. Path analysis of the study variables

3.8. Influence of demographics on key variables

The ANOVA tests were done to evaluate the impact of the demographic factors (gender, education level, age, and monthly income) on the affective commitment, career development, and turnover intention. The findings demonstrated significant differences in age, gender, income, and education level. These results favored Hypothesis 7 and all its sub-hypotheses (H7a–H7d) that as-

serted that demographic variables have dissimilar impacts on career development and employee retention attitudes.

Tukey post hoc comparisons also elucidated differences by subgroups by demonstrating that demographic diversity is a factor that needs to be taken into consideration when retention strategy is being developed. The level of affective commitment was greater and turnover intention was lesser among women compared to men (Figure 3).

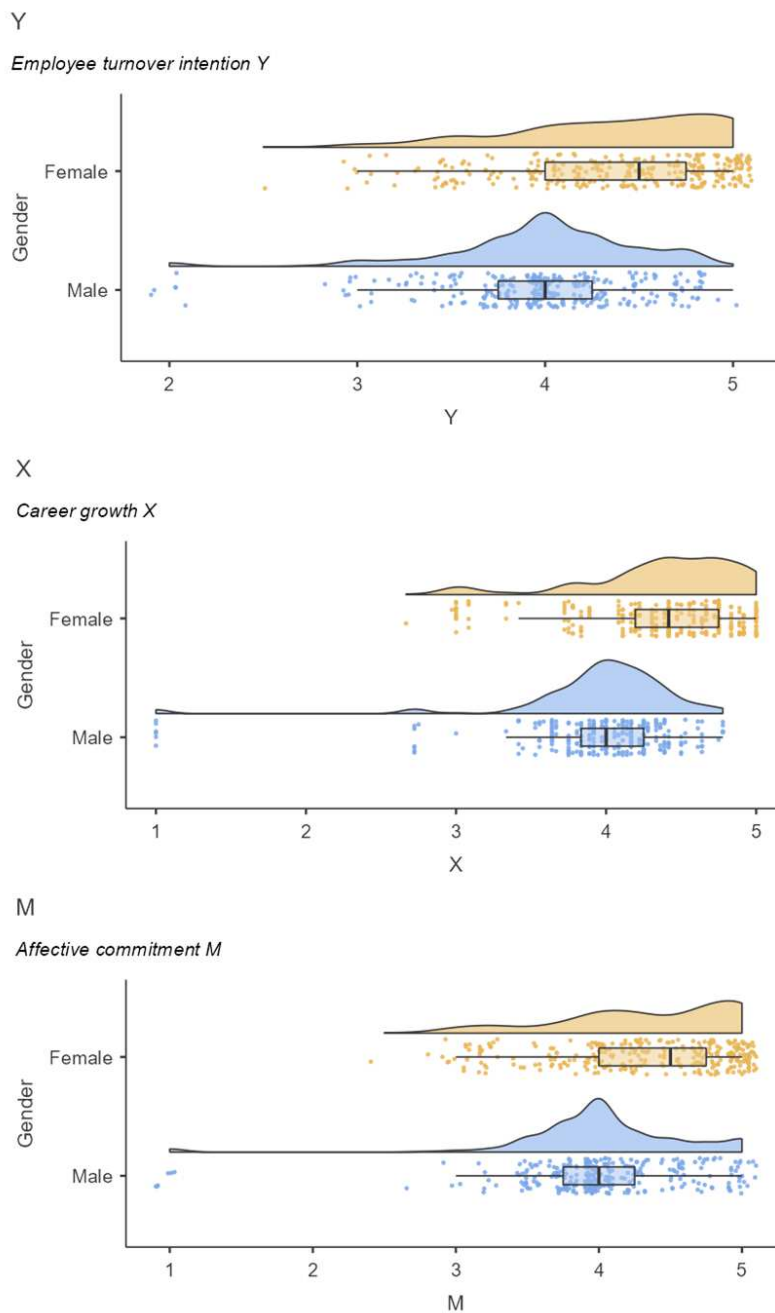


Figure 3. Gender effects

Table 9. ANOVA results for study variables and gender

Gender	SOV	Sum of Squares	df	Mean Square	F	Sig.
Employee turnover intention Y	Between Groups	20.426	1	20.426	73.757	0.000
	Within Groups	162.284	586	0.277		
	Total	182.71	587			
Career growth X	Between Groups	26.007	1	26.007	91.821	0.000
	Within Groups	165.978	586	0.283		
	Total	191.985	587			
Affective commitment M	Between Groups	14.724	1	14.724	39.226	0.000
	Within Groups	219.957	586	0.375		
	Total	234.681	587			

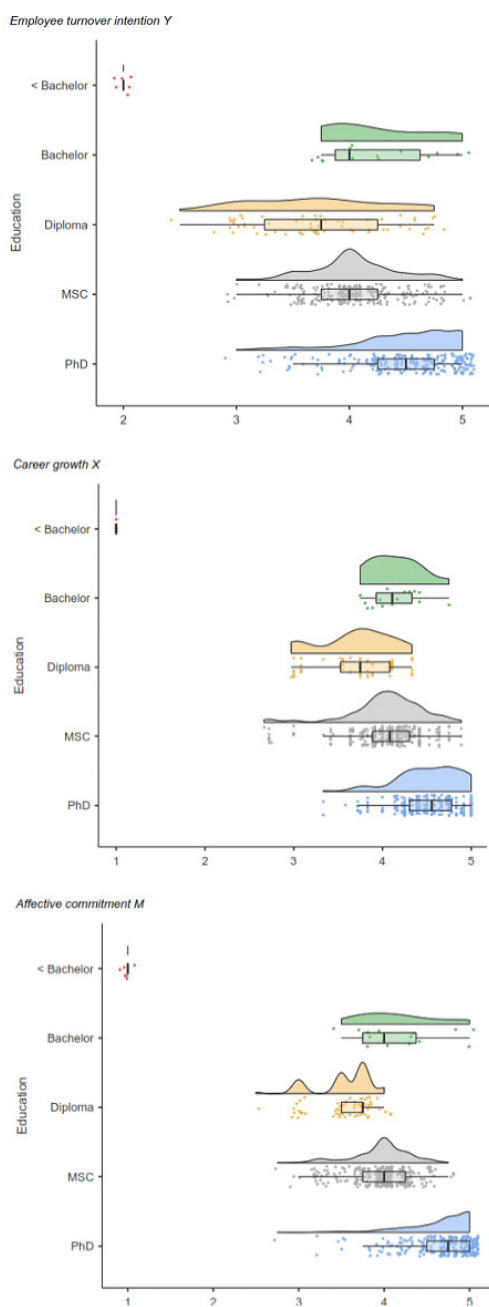


Figure 4. Effects of education level

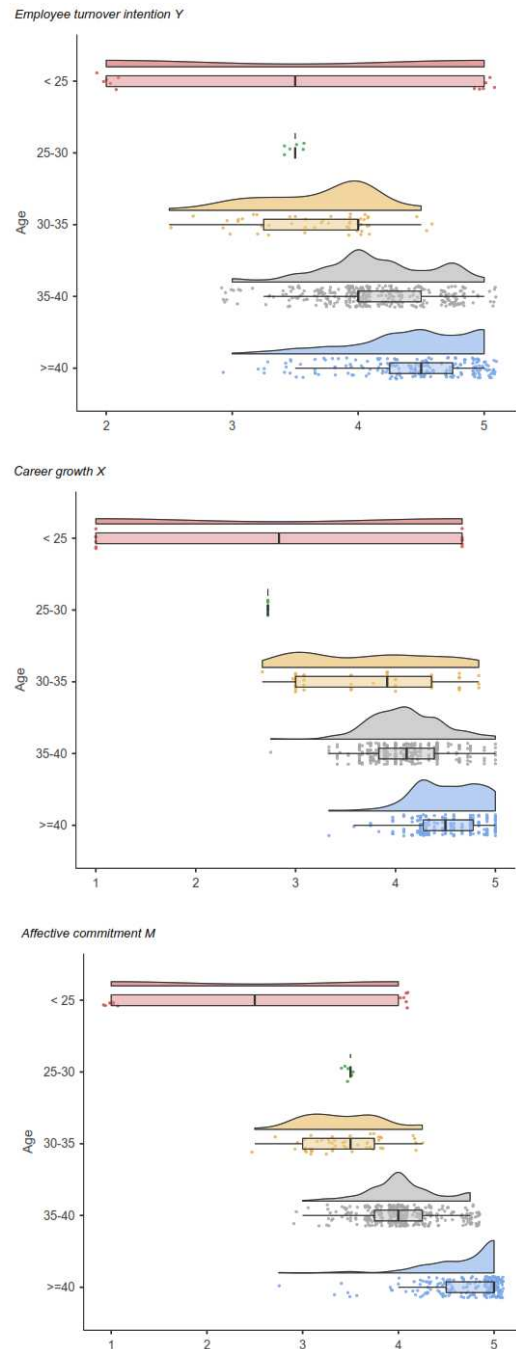


Figure 5. Effects of age

Table 10. ANOVA results for study variables and education level

Education Level	SOV	Sum of Squares	df	Mean Square	F	Sig.
Employee turnover intention Y	Between Groups	73.952	4	18.488	99.105	0.000
	Within Groups	108.758	583	0.187		
	Total	182.710	587			
Career growth X	Between Groups	106.867	4	26.717	182.990	0.000
	Within Groups	85.118	583	0.146		
	Total	191.985	587			
Affective commitment M	Between Groups	157.552	4	39.388	297.727	0.000
	Within Groups	77.129	583	0.132		
	Total	234.681	587			

Table 11. ANOVA results for study variables and age

Ages	SOV	Sum of Squares	Df	Mean Square	F	Sig.
Employee turnover intention Y	Between Groups	34.401	4	8.600	33.807	0.000
	Within Groups	148.310	583	0.254		
	Total	182.710	587			
Career growth X	Between Groups	68.432	4	17.108	80.726	0.000
	Within Groups	123.553	583	0.212		
	Total	191.985	587			
Affective commitment M	Between Groups	124.624	4	31.156	165.042	0.000
	Within Groups	110.057	583	0.189		
	Total	234.681	587			

The results in Table 9 showed that gender had a significant impact on all study variables. At the 95% confidence level, all Sig values were below the 5% cutoff. Therefore, H7a is supported, indicating statistical proof that responses varied between male and female participants. Higher educated respondents, especially those with Ph.D. (Figure 4), also expressed greater organizational commitment and stronger perceptions of career growth.

All study variables were significantly impacted by education level (Table 10). Once more, every significance level was less than 0.05. Thus, H7b is supported. Findings showed significant variations in turnover intention (Y), career growth (X), and affective commitment (M) among education groups (Figure 4).

All study variables were significantly impacted by age as well (Figure 5 and Table 11). All Sig values

Table 12. ANOVA results for study variables and monthly income

Monthly Income	SOV	Sum of Squares	df	Mean Square	F	Sig.
Employee turnover intention (Y)	Between Groups	58.155	4	14.539	68.050	0.000
	Within Groups	124.556	583	0.214		
	Total	182.710	587			
Career growth (X)	Between Groups	89.897	4	22.474	128.344	0.000
	Within Groups	102.089	583	0.175		
	Total	191.985	587			
Affective commitment (M)	Between Groups	153.169	4	38.292	273.877	0.000
	Within Groups	81.512	583	0.140		
	Total	234.681	587			

were less than 0.05. Accordingly, H7c is supported, suggesting that respondents' opinions about affective commitment, career advancement, and turnover intention differed by age group. The same pattern was seen in the differences between monthly income levels (Figure 6).

With all Sig values below the 5% significance level, Table 12 demonstrates a significant impact of

monthly income on all study variables. Thus, at the 95% confidence level, respondents' opinions differed by monthly income. Therefore, H7d is supported.

Taken together, these findings confirm that demographic variables significantly influence key organizational attitudes. Therefore, Hypothesis 7 and all its sub-hypotheses (H7a–H7d) are supported.

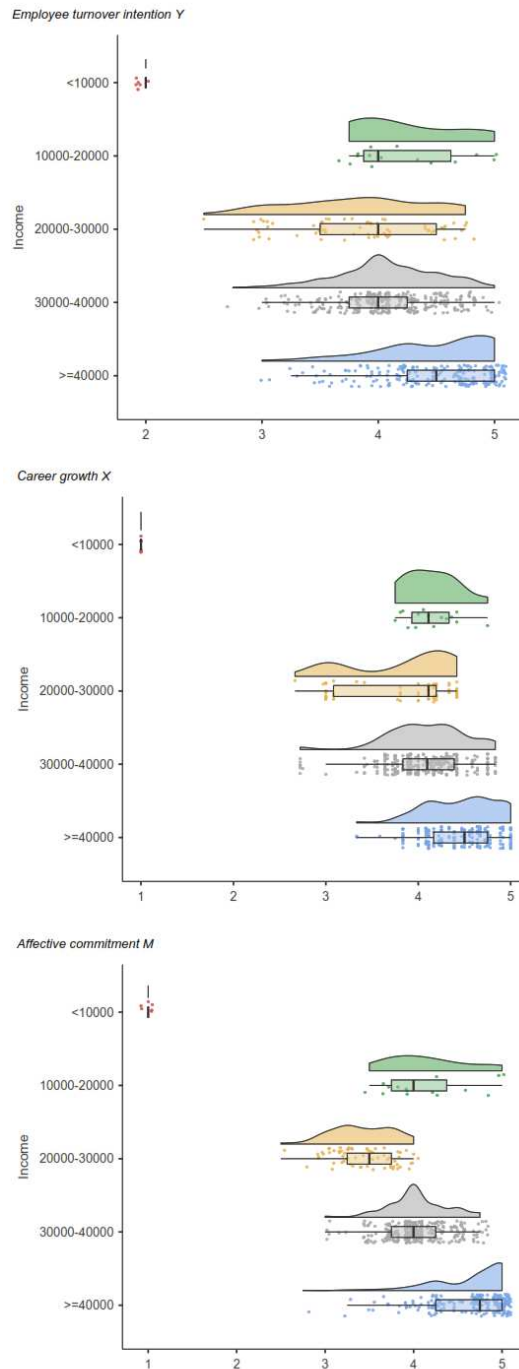


Figure 6. Effects of monthly income

Table 13. Hypotheses results

No.	Hypothesis	Decision
H1	There is a significant relationship between career-goal progression and affective occupational commitment among employees.	Accept
H2	There is a significant relationship between professional ability development and affective occupational commitment among employees.	Accept
H3	There is a significant relationship between promotion speed and affective occupational commitment among employees.	Accept
H4	There is a significant relationship between remuneration growth and affective occupational commitment among employees.	Accept
H5	There is a significant relationship between affective occupational commitment and turnover intentions.	Accept
H6	There is a significant indirect relationship between organizational career growth and turnover intentions through affective occupational commitment.	Accept
H7	There is a significant effect of demographic data on the study variables.	Accept
	Gender	Accept
	Education	Accept
	Age	Accept
	Monthly income	Accept

The structural model analysis supports H1–H6. Additionally, the ANOVA results support H7a, H7b, H7c, and H7d, confirming the significant influence of demographic variables on the key constructs (see Table 13).

4. DISCUSSION

This paper has explored the mediating role of affective occupational commitment in the relationship between organizational career enlargement and staff turnover intention in the Egyptian telecommunications industry. Based on the commitment framework developed by Meyer and Allen (1997), the results confirm that affective commitment is central to the determination of staff behavior and retention outcomes. In particular, the findings indicate that the dimensions of career development have a significant direct and indirect impact on the turnover intention due to affective occupational commitment, which supports the significance of emotional attachment as a major psychological mechanism of retention processes. It aligns with the current evidence that affective commitment is a potent predictor of employee intention to remain in their organization (Lee et al., 2019; Bak, 2020).

It is found that career-goal progression, developing professional abilities, rate of promotion, and remuneration increase significantly influence affective occupational commitment, which will reduce the turnover intention. This finding

aligns with past findings of positive associations between the option of career development and organizational or occupational commitment (Giao et al., 2020; Sahni, 2019; Luna-Arocas & Lara, 2020). The same can be said about the negative relationship between affective occupational commitment and turnover intention, as the current literature has demonstrated that employees who have developed emotional attachment with their organizations are unlikely to consider leaving their organizations (Lee et al., 2019; Moreira et al., 2024; Zhu et al., 2022).

Notably, the mediation analysis shows that affective occupational commitment mediates the career growth and turnover intention relationship in part. This finding is consistent with earlier research that also found affective commitment as an intermediate factor between workplace practices and retention (Dajani, 2015; Houssein et al., 2020; Singh & Gupta, 2015). Simultaneously, the partiality of the mediation indicates that career development is another factor that has a direct effect on turnover intention, which aligns well with expectancy-based explanations that employees do not leave when the expectation of advancement and rewards are fulfilled (Mehboob & Othman, 2020; Redondo et al., 2019).

The paper elaborates on previous studies by empirically showing that affective occupational commitment is the mediating variable between career development and turnover. On the one hand, commitment as an outcome variable was

frequently definite in the earlier literature (Giao et al., 2020; Sahni, 2019), whereas, on the other hand, the current results specifically bring affective occupational commitment as a clarifying variable explaining how and why career development contributes to turnover intention. In addition, this study contributes to the call to go beyond unidimensional conceptualizations of career development by operationalizing career growth as a multidimensional construct (Judge et al., 1995; Al Balushi et al., 2022; Khan & Iqbal, 2020).

The demographic results also align with the available literature, which indicates that age, gender, education level, and income influence employees' perceptions of career prospects and work attachment (Valickas et al., 2015; Martini et al., 2023). The increased turnover intention and reduced affective commitment in younger workers are not a surprise following previous studies that show increased mobility and career uncertainty during the early stages of a career. Similarly, education and income level were also tied to more perceptions of career growth and commitment, which indicates the presence of structural and socioeconomic benefits in influencing the retention outcome. These findings confirm that demographic variables condition employee experience and reaction to career development practices.

In general, the results support the idea that career development is not only a human resource management practice but also a psychological strategy that enhances emotional attachment and lowers turnover intention. This study, through the empirical evidence given by the telecommunications sector of Egypt, which has been poorly studied and changing environment, adds to the literature of career development, affective occupational commitment, and employee retention.

Despite its contributions, this study has several limitations that should be recognized. First, the cross-sectional design limits the cause inference, and future studies may adopt longitudinal designs to better model changes in career development, affective occupational commitment, and turnover intention over time. Second, the use of self-reported data can create bias related to common methods; thus, future research can utilize mixed-method research design or multi-source research data. Third, the sample focused on the telecommunications industry in Egypt, and this might limit the extrapolation of the results. Future studies should duplicate the model in other industries and cultural backgrounds and investigate other mediators or moderators, including leadership style, organizational support, or work-life balance, to further hone the knowledge of the processes underlying employee retention.

CONCLUSION

The purpose of this study was to investigate how emotional occupational commitment mediates the association between multidimensional organizational career progression and employees' desire to leave Egypt's telecom industry. The results show that career-goal progression, development of professional ability, rate of promotion, and remuneration increase are significant contributors to affective occupational commitment, which subsequently lowers turnover intention. The mediation analysis establishes a partial mediating impact. These findings indicate that career development has both direct and indirect effects on retaining employees because of their emotional attachment to their profession. In general, the study finds that career development systems that support affective occupational commitment need to be reinforced as a way of minimizing turnover intention and enhancing workforce stability in organizations that are highly competitive and dynamic.

This study explored the mediating role of affective occupational commitment in the relationship between multidimensional career development and turnover intention among employees in Egypt's telecom sector. According to the results, employees' emotional occupational commitment is greatly increased by career-goal progression, professional competence development, promotion speed, and salary growth, all of which lower their desire to depart. A partly mediating impact is confirmed by the media-

tion analysis, which shows that career growth affects turnover intention both directly and indirectly through workers' emotional commitment to their jobs. These findings highlight the fact that when career development strategies not only provide real prospects for advancement but also cultivate a strong sense of professional identity and emotional involvement, employees are more inclined to stick with their companies.

In practical terms, the study emphasizes how crucial it is to reinforce organized career development programs as a tactical instrument for staff retention in fiercely competitive and quickly changing sectors. By funding skill-development programs, creating clear promotion channels, and guaranteeing equitable and performance-based pay, telecom companies can reduce the desire to leave, which will strengthen affective occupational commitment. Although the study offers insightful information, its sector-specific emphasis and cross-sectional approach restrict the capacity to draw conclusions about causality and generalizability. In order to further validate the model and expand on our understanding of how occupational commitment and career development interact over time to affect employee retention, future research should use cross-industry comparative and longitudinal techniques.

AUTHOR CONTRIBUTIONS

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APPENDIX A

Table A1. Questionnaire

X	Career growth	Strongly Agree	Agree	Natural	Disagree	Strongly Disagree
X1	Career goals progress					
S1	My present job moves me closer to my career goals					
S2	My present job is relevant to my career goals and vocational growth					
S3	My present job sets the foundation for the realization of my career goals					
S4	My present job provides me with good opportunities to realize my career goals					
X2	Professional ability development					
S5	My present job encourages me to continuously gain new and job-related skills					
S6	My present job encourages me to continuously gain new job-related knowledge					
S7	My present job encourages me to accumulate richer work experiences					
S8	My present job enables me to continuously improve my professional capabilities					
X3	Promotion speed					
S9	My promotion speed in the present organization is fast					
S10	The probability of being promoted in my present organization is high					
S11	Compared with previous organizations, my position in my present organization is ideal					
S12	Compared with my colleagues, I am being promoted faster.					
X4	Remunerations growth					
S13	My salary is growing quickly in my present organization					
S14	In this organization, the possibility of my current salary being increased is very large					
S15	Compared with my colleagues, my salary has grown more quickly					
M	Affective commitment					
S16	I really feel as if this company's problems are my own.					
S17	I do not feel like part of the family at my company					
S18	I do not feel emotionally attached to this company					
S19	I do not feel a strong sense of belonging to this company					
Y	Employee turnover intention					
S20	I often feel that I want to leave this company					
S21	I am thinking of searching actively for a new workplace sometime next year					
S22	Working for this company will not improve my career					
S23	I will leave this company if the working conditions get any worse than now					