Career Development and Employee Commitment in Nepalese Commercial Bank: A Gender Perspective

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Abstract

This study investigates the relationship between career development and employee commitment in Nepalese commercial banks, with a focus on the moderating role of gender. Career development, including career planning, professional development, compensation and benefits, job security, and growth opportunities, plays a critical role in enhancing employee commitment as an essential factor for organizational success and talent retention. Using a quantitative research design and data collected from 381 employees across three different types of commercial banks in Nepal, the study employs moderation analyses to test the impact of gender on the relationship between career development and employee commitment. Findings indicate that career development positively and significantly predicts employee commitment across genders, with career planning and professional development showing stronger effects for one gender group. Job security and growth opportunities emerge as the most influential predictors overall, while compensation and benefits show a weaker association when accounting for other factors. The study contributes to the literature by highlighting gender-specific factors, emphasizing the importance of gender-responsive human resource strategies in Nepalese banking institutions to boost equitable and sustained employee commitment.

Keywords: Career development, Commercial Bank, Employee commitment, Gender, Retention.

Introduction

Nepal's commercial banking sector recognizes employee commitment as a key driver of organizational success, and the career development of employees is one of the most important mechanisms for employee commitment. Employees remain committed to the organization if they have access to learning and growth opportunities, which are the key qualities for the effective functioning of banking institutions. Career Planning, opportunities for professional development, competitive compensation and benefits, job

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security, and opportunity to grow are the major components of career development (Mondy, et al.,1993).

Employee commitment plays a crucial role in the success, stability, competitiveness, and productivity of any organization. According to a study by Chaudhary (2022), the switching of qualified and experienced employees from one commercial bank to another commercial bank and other related financial sectors is relatively high. Retention of qualified, experienced, and talented human resources is challenging in the Nepalese banking industry.

Studying these issues through a gender perspective not only highlights underlying disparities but also helps banks tailor more inclusive HR strategies, thereby promoting equity, engagement, and long-term performance in Nepal's evolving banking industry.

Numerous studies, including (Hakuduwal, 2019; Chhetri et al., 2024) conducted in Nepal's commercial banks have consistently shown that effective career development initiatives positively impact employee satisfaction, engagement, and commitment. Career development programs that offer employees opportunities for growth, advancement, and skill enhancement have been proven to substantially increase job commitment (Yarbrough et al., 2017). Employees who perceive strong organizational support for their professional growth are more likely to feel valued and to devote themselves fully in their work, thereby contributing to the achievement of organizational goals. Factors such as training, mentorship, transparent communication, equitable promotion processes, and clear career paths are widely cited as drivers of higher commitment among bank employees (Chhetri et al., 2024). At the same time, commercial banks in Nepal face persistent challenges related to workforce diversity, especially with regard to gender equity and inclusion.

The gender dimension adds an important layer to the study of career development and employee commitment. While Nepal's banking industry has made notable progress in increasing female representation, significant disparities remain in access to development opportunities, promotion rates, and satisfaction with career advancement. A study of IFC (2024) showed that Nepal's banking industry is a leader in South Asia when it comes to women's representation in the commercial banks' workforce. Women constitute 45 percent of employees in the financial services industry in Nepal. Among South Asian countries, Bhutan has a better representation of women, where women occupy 46 percent of positions in financial services. In commercial banks, the representation of women in the workforce is better than in other countries in the region. In Nepal, women occupy 42 percent of all roles in surveyed commercial banks compared to 38 percent in Sri Lanka and 18 percent in Bangladesh.

Examining career development and employee commitment through a gender perspective provides valuable insights for policymakers, practitioners, and scholars.

Understanding how men and women experience career growth and organizational support differently allows for the design of more equitable and effective human resource strategies. In the context of Nepalese commercial banks, this topic is especially relevant for job satisfaction and employee retention, and addressing the gender disparities. By investigating the link between career development and employee commitment, this study adds theoretical understanding of the gender perspective. It helps to develop an inclusive culture and minimize the gender gap. It helps to promote equitable career development for males and females.

Literature Review

The researcher had focused on career development with employee commitment. In general, the related theoretical and empirical literature is presented to provide an overview of the areas covered in the study.

Theoretical Review

Human Capital Theory: Human resources are viewed as a valuable capital asset for the organization. The human capital concept was first introduced by Adam Smith in 1776, explaining the improvement in human capability that is important to production. The term "Human capital" was introduced by Theodore W. Schultz in his publication "Investment in Human Capital" in the American Economic Review in 1961, and this theory became more popular after Gary Becker won the Nobel Prize in Economic Sciences in 1992, where his research demonstrated how investment in education, training, and health enhances an individual's productivity and earning potential. According to Blair (2012), Human capital, widely used after Gary Becker won the Nobel prize, initiated "human capital theory," which states that a different level of education and training contributes to a different level of wages and salaries. The more knowledge, skill, and ability, the more likely to get a better job.

Human capital has been viewed as a source of value in effective organization (Thomas & Diez, 2013), so there is a significant relationship and interconnection between human capital theory and the field of human resource development (Swanson, 1999; Nafukho, Hairston & Brook, 2004).

Empirical Review

The theoretical link between organizational culture and organizational commitment is that the organization's prevailing culture does appear to affect important outcomes such as organizational commitment and performance. Martins and Martins (2003) state that "organizational cultures create high levels of commitment and performance". This implies that organizational commitment is the result of organizational culture. Meyer and Allen (1997) have suggested a three-component model of organizational commitment; i.e., affective, continuance, and normative commitment.

Torrington and Hall (2007) state that career development is a continuous process of work-life that enables organizations to develop and place employees in positions compatible with their career interests, needs, and goals. Niles and Bowlsbey (2002) argue that career development helps in building a healthy relationship between the organization and its employees, enhancing their knowledge, skills, and abilities, and demonstrating better capabilities and competencies in performing their job. Career Development opportunities motivate employees to be more responsible for their work and loyal to the organization, more committed, as well as fulfill the workforce requirements of the organization.

Many studies (Abbas et al., 2011; Channar et al., 2011) have looked at how gender affects things like salary, promotions, and how satisfied people are with their careers. Male and female employees have different experiences within the organization, and female employees think that there is gender discrimination in the organization. Gender discrimination began to gain attention in the 1950s, but it wasn't considered a major issue until the 1980s and 1990s. During that time, organizations mainly led by men often ignored women's concerns. Today, gender discrimination can still be seen in areas like salary, promotions, participation in decision-making, and overall workplace treatment. Many employees face problems and conflicts at work simply because of their gender. Therefore, this study seeks to explore the factors that lead to gender discrimination at work (Abbas et al., 2011; Channar et al., 2011). Research shows that women often face unfair treatment in HR practices because employers assume they focus more on family responsibilities than their careers. Gender bias, whether subtle or obvious, affects women not only in developing countries but also in developed ones (Azra et al., 2019). The preferences of male and female employees in the organization are also different, which affects employee commitment. In the Nepalese context, Hakuduwal (2019) revealed that male employees have more emphasis on performance management, but female employees have more emphasis on training and development.

Additionally, studies have found that workplace policies and practices are shaped by social and cultural beliefs that question women's skills and suitability for professional roles. This leads to unconscious bias against women in key areas of HR such as pay, training opportunities, promotions, performance reviews, and job assignments (Azra et al., 2019).

The following set of hypotheses is drawn to explore the relationship and impact of career development practices and employee commitment with a gender perspective in commercial banks of Nepal.

H₁: Career Development is positively related to Employee Commitment.
H₂: Gender has a positive and a moderating impact on Career Development and Employee Commitment.

Conceptual Framework

This study focuses on the effect of career development components of male and female employees of commercial banks in Nepal on Employee commitment, which is shown as follows.
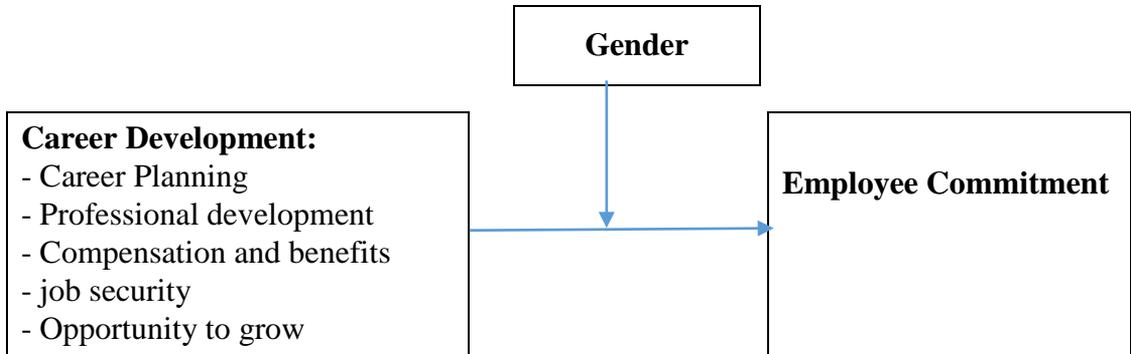
Figure 1: *Conceptual framework of research*
Source: Kareem & Hussain (2019)

Objectives

According to various research around the world, organizations have been faced with a global challenge of HR as a global challenge. With this objective, this study aims to examine the reality in the commercial banks of Nepal.

The primary objective of the study was to explore career development and employee commitment in the commercial banks in Nepal.

The specific purpose of the study is

- To assess the status of career development and employee commitment in commercial banks of Nepal.
- To analyze the impact of the gender of employees on Career Development practices and Employee Commitment.

Since key employees are the brain of the organization, organizations expect strong employee commitment to reduce employee turnover. Retention of key employees should be the major concern of the management.

Research Methods

Research Philosophy: Research philosophy involves exploring fundamental questions about existence, knowledge, values, reason, and the mind. It is a systematic process of investigation designed to generate new knowledge and ideas.

The ontology of the research focuses on understanding the nature of reality. There is one objective reality that exists independently of human perception. Considering the social phenomena, an ontological assumption of this study on human resource development and employee retention is a single reality, not multiple realities.

Epistemology, as a branch of philosophy, is the study of knowledge, which investigates the nature, sources, limits, and validity of knowledge and belief.

This study adopts a theory testing design and tools by measurable knowledge using realism, not theory building by interpreting knowledge using relativism

Research Design

Quantitative approach of research has been used for this study. The quantitative paradigm, rooted in objectivism and positivism, is often referred to as "scientific research" (Creswell, 2014; Jonker & Pennink, 2010). In this paradigm, researchers assume the existence of a single, objective reality that is independent of their perceptions. The researcher remains detached from the phenomenon under study, neither influencing nor being influenced by it.

Research Strategy

Yin (1994) proposed that there are five main research strategies in social sciences, each with its own conditions and characteristics: experiments, surveys, archival analysis, histories, and case studies. Experiments: involve testing variables to observe their impact on each other.

Survey strategy has been used in this study to investigate career development and employee commitment, to analyze the relationship of career development with employee commitment, and to analyze the impact of gender on Career Development and employment

Population and Sampling

There are 20 Class: "A" (Commercial Banks) banks in Nepal (NRB, 2024). In this study, the population comprises 45,571 employees of all commercial banks, as per the Annual Report (FY 2079-80) of the concerned banks.

This study focuses on the employees of three commercial banks (Nepal Bank Limited, NMB Bank Limited, and Sanima Bank Limited). This study employed a purposive sampling technique to select the three commercial banks from a list of twenty commercial banks, categorizing them based on three different criteria. Nepal Bank Limited is the government-owned and the first commercial bank of Nepal. NMB Bank is one of the joint venture banks. And Sanima Bank Limited is a public limited bank promoted by non-resident Nepalese.

Data was collected conveniently by using non-random sampling (a non-probability sampling).

In this study, the researcher decided on a sample size of 381 employees by referring to the Kejcie and Morgan (1970) table for guidance on sample size determination.

Pre-test of the Research Questionnaire

To determine the effectiveness of the questionnaire, pre-testing of it is important. For this study, the researcher constructed an open-ended questionnaire referring to Kareem and Hussain (2019). Discussed with professors and research scholars and given the final shape of the questionnaire. Then, forty-five copies of the questionnaire in three banks (fifteen in each) were distributed to the employees of different levels (Managerial, Supervisory, and clerical). The researcher then calculated Cronbach's alphas to test the reliability of the questionnaire. The value of Cronbach's alphas was 0.839 for career development and 0.901 for employee commitment, which were more than 0.70. According to Sekaran (1992), reliability measured by Cronbach's alpha is classified as follows: values below 0.60 are considered poor, those between 0.70 and 0.80 are deemed acceptable, and values above 0.80 are regarded as good. Based on these standards, both variables are classified as good. So, it is considered that the questionnaire is reliable and there is no problem with it. Then the same questionnaire was distributed to the rest population to meet the target sample size.

Results and Discussions

Demographic Characteristics: The study focused on employees of three different categories of commercial banks on the basis of ownership in Nepal's banking industry. Demographic characteristics included gender, age, work experience, position, and educational qualification. A total of 381 employees were sampled from this population, including employees working at the clerical level, supervisory level, and managerial level. Frequency distributions were compiled for each demographic characteristic of three different types of banks as follows:

Gender: One of the important demographic characteristics of this study is gender. Table 5 shows the results of the frequency distribution of the gender of the employees in the Nepalese commercial banks.

Table 1: *Frequency distribution of the gender of the employees*

Gender	Frequency	Percent
Male	222	58.27
Female	156	40.94
Not to say	3	0.79
Total	381	100

Table 1 shows the results of the frequency distribution of the gender of the employees in the Nepalese commercial banks. Out of the 381 employees, 222 (58.27%) are male, 156 (40.94%) are female, and 3(0.79%) prefer not to say.

Descriptive Analysis of Employee Commitment and Career Development:

The study has focused on the dependent variable Employee Commitment, the independent variable Career development, and the moderating variable Gender of employee. Table 2 shows the results of employees' responses on dependent and independent variables.

Table 2: *Descriptive statistics of variables*

Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
CD1	381	1.00	5.00	3.6404	.77754
CD2	381	1.00	5.00	3.4619	.80899
CD3	381	1.00	5.00	3.5249	.77632
CD4	381	1.00	5.00	3.3963	.87833
CD5	381	1.00	5.00	3.3333	.84708
ERR	381	1.20	5.00	3.5879	.73166
Valid N (listwise)	381				

Note: CD= Career development, EC= Employee Commitment.

Career development: Career development was measured by 5 constructs, namely CD1: Career Planning, CD2: Professional development, CD3: Compensation and benefits, CD4: job security, and CD5: Opportunity to grow.

Table 2 shows that the mean value for all constructs of career development is around 3.5, and the standard deviation is 0.73 to 0.87. It means that the employees have been found satisfied with career development at their present job. Thus, it can be concluded that the employees like to stay for a long period of time in the present organization or in the current job.

Employee Commitment

Employee commitment was measured by 5 indicators, namely "This is the best institution for me to perform my work in it", "I plan to make this institution my own career.", "I would like to recommend this institution as an esteemed working environment to my friends interestingly looking any opportunities to join it.", "I plan to work at my present institution as long as Possible." and " I am proud to tell others that I

am part of this organization." Responses to statements are categorized as (1) for strongly disagree, (2) for disagree, (3) for Neutral, (4) for agree, and (5) for strongly agree. Table 2 shows the mean value for employee commitment in overall was 3.58 with a standard deviation of 0.73. This mean value is above 3.5. It means that the employees have been found satisfied with their present job. Thus, it can be concluded that employee commitment is good for staying for a long period of time in the present organization or in the current job.

Career Development and Employee Commitment by gender:

Table 3: *The moderation analysis*

Model: 1 Y: EC, X: CD1, W: Gender
OUTCOME VARIABLE: EC

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4437	.1968	.4334	30.7989	3.0000	377.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.6882	.1017	36.2551	.0000	3.4882	3.8882
CD1	.7272	.1302	5.5855	.0000	.4712	.9832
Gender	-.0729	.0677	-1.0763	.2825	-.2061	.0603
Int_1	-.2388	.0888	-2.6899	.0075	-.4133	-.0642

Conditional effects of the focal predictor at values of the moderator(s):

Gender	Effect	se	t	p	LLCI	ULCI
1.0000	.4884	.0551	8.8565	.0000	.3800	.5968
2.0000	.2496	.0700	3.5677	.0004	.1120	.3872

Level of confidence for all confidence intervals in output:
95.0000

The moderation analysis (PROCESS Model 1) indicates that CD1 significantly predicts EC (b = .7272, p < .001), showing a positive relationship between the two variables. Gender alone is not a significant predictor (b = –.0729, p = .283). However, the interaction between CD1 and Gender is significant (b = –.2388, p = .0075), with the test of the highest-order interaction confirming this moderation effect (ΔR^2 = .0154, p = .0075). This means the strength of the relationship between CD1 and EC differs by gender. Conditional effects show that for Gender = 1, the effect of CD1 on EC is stronger (b = .4884, p < .001), whereas for Gender = 2, the effect is weaker but still significant

(b = .2496, p < .001). The overall model explains about 19.7% of the variance in EC (R^2 = .1968, F(3,377) = 30.80, p < .001). In summary, CD1 is an important predictor of EC, and its impact is moderated by gender, being stronger for one gender group than the other.

Table 4: *The moderation analysis*

Model: 2 Y: EC, X: CD2, W: Gender

OUTCOME VARIABLE: EC

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4389	.1926	.4356	29.9854	3.0000	377.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.7185	.1019	36.4786	.0000	3.5181	3.9189
CD2	.7302	.1252	5.8297	.0000	.4839	.9764
Gender	-.0919	.0678	-1.3541	.1765	-.2253	.0415
Int_1	-.2647	.0873	-3.0320	.0026	-.4364	-.0930

 Focal predict: CD2   (X)

       Mod var: Gender   (W)

Conditional effects of the focal predictor at values of the moderator(s):

Gender	Effect	se	t	p	LLCI	ULCI
1.0000	.4654	.0519	8.9629	.0000	.3633	.5676
2.0000	.2007	.0704	2.8526	.0046	.0624	.3391

The moderation analysis from the (PROCESS Model 2) shows that **CD2** significantly predicts **EC**, but its effect depends on **Gender**. The main effect of CD2 is positive and significant (b = .7302, p < .001), while Gender itself is not significant (b = –.0919, p = .1765). Importantly, the **interaction between CD2 and Gender is negative and significant** (b = –.2647, p = .0026), indicating that the strength of the relationship between CD2 and EC differs across genders. Conditional effects reveal that for **Gender = 1**, CD2 has a stronger positive effect on EC (b = .4654, p < .001), whereas for **Gender = 2**, the effect is weaker but still significant (b = .2007, p = .0046). The overall model explains about **19.3% of the variance in EC** (R^2 = .1926, F(3,377) = 29.99, p < .001). In summary, CD2 is a strong predictor of EC, but its influence is moderated by Gender, being more pronounced in one gender group than the other.

Table 5: *The moderation analysis*

Model : 3 Y : EC, X : CD3, W : Gender

OUTCOME VARIABLE: EC

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3802	.1446	.4616	21.2356	3.0000	377.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.1859	.4867	4.4913	.0000	1.2289	3.1430
CD3	.1239	.0388	3.1929	.0015	.0476	.2002
Gender	.1196	.3366	.3553	.7226	-.5423	.7815
Int_1	-.0162	.0270	-.6009	.5482	-.0692	.0368

Level of confidence for all confidence intervals in output: 95.0000

The results from the PROCESS Model 3 moderation analysis indicate that CD3 is a significant positive predictor of EC (b = .1239, p = .0015), meaning higher CD3 values are associated with higher EC. However, Gender alone does not significantly predict EC (b = .1196, p = .7226), and the interaction between CD3 and Gender (b = –.0162, p = .5482) is not significant. This suggests that the relationship between CD3 and EC does not differ meaningfully across genders. The overall model explains about 14.5% of the variance in EC (R^2 = .1446, F(3,377) = 21.24, p < .001), showing a modest but significant fit. In summary, CD3 is an important predictor of EC, but Gender and its moderating effect do not play a significant role.

Table 6: *The moderation analysis*

Model: 4 Y : EC, X : CD4, W : Gender

OUTCOME VARIABLE: EC

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5061	.2562	.4014	43.2792	3.0000	377.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.7302	.0979	38.1159	.0000	3.5378	3.9226
CD4	.4461	.1105	4.0360	.0001	.2288	.6634
Gender	-.1003	.0651	-1.5391	.1246	-.22	.0278
Int_1	-.0204	.0775	-.2635	.7923	-.1729	.1320

Level of confidence for all confidence intervals in output: 95.0000

The moderation analysis (PROCESS Model 4) reveals that CD4 is a significant positive predictor of EC (b = .4461, p < .001), indicating that higher levels of CD4 are associated with higher EC scores. However, Gender is not a significant predictor on its own (b = –.1003, p = .125), and the interaction between CD4 and Gender is also not significant (b = –.0204, p = .792). This indicates that the effect of CD4 on EC does not vary meaningfully across genders. The overall model explains about 25.6% of the variance in EC (R² = .2562, F(3,377) = 43.28, p < .001), reflecting a solid model fit. In short, CD4 is an important predictor of EC, but this relationship is consistent regardless of gender.

Table 7: *The moderation analysis*

Model: 5, Y : EC, X : CD5, W: Gender						
OUTCOME VARIABLE: EC						
Model Summary						
	R	R-sq	MSE	F	df1	df2	p
	.5312	.2821	.3873	49.3924	3.0000	377.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.7180	.0961	38.6775	.0000	3.5290	3.9070
CD5	.5029	.1126	4.4643	.0000	.2814	.7243
Gender	-.0917	.0640	-1.4336	.1525	-.2175	.0341
Int_1	-.0346	.0777	-.4453	.6564	-.1875	.1182

The moderation analysis (PROCESS Model 5) shows that CD5 is a significant positive predictor of EC (b = .5029, p < .001), indicating that higher levels of CD5 are associated with higher EC scores. Gender alone is not a significant predictor (b = –.0917, p = .153), and the interaction between CD5 and Gender is also not significant (b = –.0346, p = .656). The test of the highest-order interaction confirms that Gender does not moderate the relationship between CD5 and EC (ΔR² = .0004, p = .656). The overall model explains about 28.2% of the variance in EC (R² = .2821, F(3,377) = 49.39, p < .001), indicating a strong model fit. In short, CD5 is a strong predictor of EC, but this effect is consistent across genders, with no evidence of moderation.

Table 8: *The regression analysis with the moderating effect*

Model Summary						
		R	Adjusted	Std. ECor of	Change Statistics	
Model	R	Square	R Square	the Estimate	R Square Change	F Change
1	.611[a]	.374	.365	.58282	.374	44.773
a. Predictors: (Constant), CD5, CD2, CD4, CD1, CD3						
b. Dependent Variable: EC						

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.043	5	15.209	44.773	.000[b]
	Residual	127.382	375	.340		
	Total	203.424	380			

a. Dependent Variable: EC
b. Predictors: (Constant), CD5, CD2, CD4, CD1, CD3

Coefficients[a]

Model	Unstandardized Coefficients B	Standardized Coefficients Std. EC	Beta	t	Sig.	Collinearity Statistics Tolerance
1 (Constant)	3.588	.180		19.913	.000	
CD1	.103	.049s	.110	2.110	.036	.616
CD2	.124	.048	.137	2.560	.011	.583
CD3	7.635	.015	.000	.001	1.000	.584
CD4	.211	.043	.253	4.849	.000	.613
CD5	.236	.047	.273	5.002	.000	.560

a. Dependent Variable: EC

The multiple regression analysis shows that CD1, CD2, CD3, CD4, and CD5 together with the moderation effect significantly predict EC ($F(5,375) = 44.77$, $p < .001$), explaining about 37.4% of the variance ($R^2 = .374$, Adjusted $R^2 = .365$), which indicates a strong model fit. Among the predictors, CD1 (B = .103, p = .036) and CD2 (B = .124, p = .011) have modest but significant effects, while CD4 (B = .211, $p < .001$) and CD5 (B = .236, $p < .001$) emerge as the strongest predictors, making substantial contributions to EC; in contrast, CD3 shows no predictive power (B $\approx$ 0, p = 1.000). Diagnostics indicate no multicollinearity concerns (VIFs 1.6–1.8), residuals fall within an acceptable range (Std. Residuals –2.71 to 2.59), and the Durbin-Watson statistic (1.802) suggests no serious autocorrelation. Overall, EC is significantly influenced by CD1, CD2, CD4, and CD5, with CD4 and CD5 being the strongest predictors, while CD3 does not contribute meaningfully.

From all the data above,

H$_1$: Career Development is positively related to Employee Commitment: Accepted

H$_2$: Gender has a positive and a moderating impact on Career Development and Employee Commitment: Accepted

Conclusion

This study examined the influence of five developmental constructs (CD1 through CD5) on employee commitment (EC) and explored the moderating role of gender in these

relationships. The findings contribute to the growing body of literature on employee attitudes and workplace diversity by providing insights into how developmental factors and gender jointly shape employee commitment levels.

Consistent with Meyer and Allen's (1991) conceptualization of commitment as a multidimensional construct, the significant positive effects of Career Planning (CD1), Professional Development (CD2), Job security (CD4), and Opportunity to grow (CD5) reinforce the idea that various psychosocial and developmental components collectively foster stronger attachment to the organization. The predominance of CD4 and CD5 as the strongest predictors aligns with previous research emphasizing the critical role of perceived organizational support and job resources in enhancing affective commitment (Rhoades & Eisenberger, 2002; Bakker & Demerouti, 2017). These results suggest practical focus areas for organizational development efforts targeting enhanced employee engagement and retention.

The lack of predictive significance for Compensation and benefits(CD3) in the multivariate model suggests that its role may be less central or is subsumed by other overlapping variables, a finding echoed by some studies reporting variable-specific effects on commitment dimensions (Colbert et al., 2016). The initial bivariate significance implies CD3 may have indirect effects or function in interaction with contextual factors not captured in this study.

Gender moderation analyses revealed interesting differential effects: Both CD1 and CD2 demonstrated significantly stronger relationships with EC for one gender group compared to the other. These findings contribute to the ongoing discourse on gender and organizational behavior, where gender has been shown to influence workplace attitudes and perceptions (Eagly & Carli, 2007; Gupta et al., 2016). The stronger influence of career developmental constructs on EC among one gender group highlights the importance of tailoring organizational interventions considering gender-specific experiences and needs, consistent with recommendations from diversity management literature (Shore et al., 2011).

In contrast, the stable effects of CD3, CD4, and CD5 across genders suggest some developmental factors exert universal influences on employee commitment, irrespective of gender differences. This confirms that while some workplace attitudes are shaped by identity-based experiences, others reflect broader organizational dynamics that uniformly impact employees (Moynihan & Pandey, 2007).

Overall, this study underscores the value of adopting an integrative framework combining developmental psychology and gender perspectives to deepen understanding of employee commitment. Practitioners should recognize the differential pathways through which commitment develops across diverse employee groups and implement multifaceted, inclusive strategies accordingly.

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