


Career Advancement Opportunities, Job Satisfaction, and Retention Intention among Non-uniformed Personnel of the Philippine National Police

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Abstract. Employees who perceive genuine opportunities for career advancement are more likely to feel satisfied with their jobs and remain committed to their organizations. Since workers today value career development and personal growth above everything else, companies should make wise investments in their employees to be able to survive. This study determined the level of career advancement opportunities, job satisfaction and retention intention of Non-uniformed Personnel (NUPs) of the Philippine National Police (PNP) in Region 1, and the mediating effect of job satisfaction on the relationship between career advancement opportunities and retention intention. The study was quantitative, descriptive-correlational, involving 465 NUPs in Region 1. The data-gathering instrument used was a validated and reliability-tested researcher-made survey questionnaire. Data were analyzed using the mean, Pearson product-moment correlation, and path analysis via Structural Equation Modeling (SEM) in AMOS. Based on the study's findings, it can be concluded that the career advancement opportunities available to NUPs in the PNP extend beyond upward mobility and are strongly reinforced; they are generally satisfied with their job, as the working environment within the organization provides conditions that generally meet the professional and interpersonal needs of the personnel; they exhibit a strong commitment to remain within the organization, with its positive organizational climate and effective supervisory support playing key roles in promoting retention; and career advancement opportunities significantly influence retention intention among NUPs in the PNP, both directly and indirectly through job satisfaction.

Introduction

Organizations around the globe are increasingly struggling to attract, develop and retain committed employees given the pace of change in today's job market. As competition increases, technology advances at lightning speed and employee expectations change, career growth and retention have become a primary focus for organizations. Job security was once the be-all-end-all for employees, but people currently want opportunities to grow and opportunities to flex their major skills with an eye on constructing a career that matters. As a result, organizations are beginning to recognize that motivating retention means more than just compensation or benefits; it also means fostering an environment where employees are valued, supported and provided opportunities for success.

International studies indicate that employees who perceive genuine opportunities for career advancement such as fair promotion systems, training opportunities, mentoring, and meaningful work assignments are more likely to feel satisfied with their jobs and remain committed to their organizations (Ismail et al., 2024; Al-Balushi et al., 2022). As employees increasingly value personal growth and long-term career development, organizations must intentionally invest in their workforce. These findings highlight that employee retention today relies not only on competitive compensation but also on creating positive workplace experiences that foster fairness, encouragement, empowerment, and professional growth.

In the Philippines, the need for effective employee retention strategies is urgent. Both government institutions and private organizations continue to face challenges such as high turnover rates, limited career advancement, and restricted mobility,

particularly in systems with rigid, plantilla-based promotion structures. In many public-sector offices, employees encounter slow career progression, inconsistent application of merit-based promotion criteria, and a mismatch between their skills and available roles (Romero, 2022). These conditions often lead to frustration, low job satisfaction, and ultimately, decisions to leave their positions.

From a human resources management perspective, this situation highlights the importance of aligning policies, motivation, and workforce planning to ensure that employees feel valued and supported. As more workers seek better opportunities, organizations in the Philippines are being urged to adopt thoughtful, evidence-based strategies that promote career growth, enhance job satisfaction, and encourage employee retention.

The challenges faced by the Philippine National Police are particularly evident among its Non-Uniformed Personnel (NUPs), who play vital roles in administrative, technical, and support functions. Established under Republic Act No. 6975 and reinforced by Republic Act No. 8551, NUPs are essential to the organization's operations. Despite their important contributions, many NUPs encounter significant obstacles in advancing their careers, such as limited promotion opportunities and organizational structures that hinder career mobility. In some instances, employees complete their careers without experiencing salary grade increases, even after years of service (Dalizon, 2021). This reflects structural barriers that negatively impact motivation and job satisfaction. As of 2024, the PNP employs 48,623 NUPs nationwide (PNP, 2024b). However, between 1991 and 2022, over 7,000 NUPs resigned or transferred to other government agencies (PNP, 2024a), indicating a persistent retention issue linked to unmet expectations for career growth.

At the regional level, particularly in Ilocos Sur, these issues are also evident. The experiences of NUPs reflect conditions commonly observed in many government agencies in provincial settings, where organizational structures are relatively fixed and opportunities for promotion may be limited by the small number of plantilla positions and slower personnel turnover. Over time, this stagnation can negatively impact not only employee satisfaction but also the overall performance of the organization, affecting efficiency, operational continuity, and the quality of public service.

Findings from research conducted in both an international context as well as locally indicate that there is a close link among career opportunities, job satisfaction, and retention intention. Employees who view that there are clear and attainable chances for their careers are bound to be more satisfied and have greater retention intention (Nguyen et al., 2022). Where there is a lack of career opportunities, there will be dissatisfaction and increased intentions to leave the job. It has also been highlighted that there is another critical mediator involved in linking career opportunities to retention intention, and this is job satisfaction (Al-Balushi et al., 2022; Ismail et al., 2024). Even with mounting proof internationally, there is no existing research that has analyzed these mediation relations among the PNP NUPs within the province of Ilocos Sur. Current literature may include research subjects that are uniformed or have analyzed job satisfaction separately without considering its role as a mediator variable between career advancement and retention intention. In addition, most HRM-related literature concerning the Philippines' police force does not consider the support personnel component of their organization.

These deficiencies have been taken into consideration in this study which seeks to contribute to the literature with a better and localized understanding of how career advancement, job satisfaction, and retention are interconnected amongst PNP NUPs. This study may prove valuable for guiding human resource practices that could aid in employee development and increased job satisfaction for better retention of employees in their positions. In the context of the country, this study will prove valuable to the policymaking agencies in crafting policies related to promotions, plantilla, and career advancement.

Research Questions

This study investigated the mediating effect of job satisfaction on the relationship between career advancement opportunities and retention intention among Non-uniformed Personnel (NUPs) of the Philippine National Police in Region 1. Specifically, it sought answers to the following questions:

1. What is the level of career advancement opportunities available for NUPs in terms of the following:
 - a. Promotional Opportunities;
 - b. Training and Professional Development;
 - c. Skill Utilization and Growth;
 - d. Career Goal Progression;
 - e. Recognition And Rewards; and
 - f. Career Planning and Mentoring Support?
2. What is the level of job satisfaction among NUPs along the following:
 - a. Pay And Benefits;
 - b. Work Conditions;
 - c. Supervision;

- d. Co-Worker Relationships;
 - e. Career Growth Opportunities;
 - f. Job Security; and
 - g. Work-Life Balance?
3. What is the level of retention intention among NUPs as to:
 - a. Organizational Commitment;
 - b. Turnover Intention;
 - c. Perceived Alternatives and Labor Market Confidence;
 - d. Job Embeddedness;
 - e. Perceived Organizational Support; and
 - f. Perceived Supervisor Support?
 4. Does job satisfaction mediate the relationship between career advancement opportunities and retention intention?

Assumptions of the Study

This study assumed that career advancement opportunities, job satisfaction, and retention intention of NUPs can be measured using an expert-validated, researcher-developed questionnaire, and that the respondents were objective and fair in their responses to career advancement and honest in their reflections on their job satisfaction and career intentions.

Methodology

Research Design

The method of research used for the study was that of quantitative research methodology, specifically descriptive correlational research design. It was the description of the degree of career advancement opportunities, job satisfaction, and retention intention among NUPs in Region 1. It also involved establishing the correlation between career advancement opportunities and job satisfaction; career advancement opportunities and retention intention, as well as the mediating role of job satisfaction.

Population and Sample

The study population consists of the 594 NUPs from Region 1, of which 40 participated in the pilot testing of the questionnaires and 495 participated in the study. Participants were distributed as follows: 86 from Ilocos Norte, 107 from Ilocos Sur, 75 from La Union, and 197 from Pangasinan.

Research Instrument

The tool employed for data collection in this research was a survey questionnaire measuring Career Advancement Opportunities, Job Satisfaction, and Retention Intention, with a validity index of 4.67, which was rated as "Very Much Valid."

Career Advancement Opportunities is measured using a 42-item survey questionnaire. It includes six dimensions, each with seven items. The respondent provides his/her opinion regarding these items by rating them on a 5-point Likert scale ranging from 1, which represents "Strongly Disagree," to 5, which represents "Strongly Agree." The dimensions include promotion, training and development, utilization and development of skills, progress towards career goals, recognition and rewards, and career planning and mentoring. Job Satisfaction Survey Questionnaire consists of 42 items. There are seven dimensions, and each dimension has six items. The degree of job satisfaction for NUPs is measured in terms of remuneration, working conditions, supervision, co-workers, career advancement prospects, job security, and work-life balance. Likewise, the respondents rate the statements on a 5-point Likert scale.

Finally, there was a 42-item, six-factor instrument with seven questions per factor for measuring the retention intention of NUPs. This too was 5-point Likert scale rating responses from "Strongly Disagree" (1) to "Strongly Agree" (5). The instrument was subjected to content validation and pilot testing in order to determine its accuracy and appropriateness as an effective tool in measuring career advancement opportunities, job satisfaction, and retention intention of Non-Uniformed Personnel (NUPs). Validity pertains to how well an instrument measures what it is supposed to measure, and expert validation is perhaps the most recognized technique that ensures content validity. Expert validation of the questionnaire was done using the expertise of professionals who included a professor of Human Resource Management, a PhD in Psychology, and an acting chief of a municipal police station. These experts were chosen based on their professional background and experience in human resource management, behavioral science, and public administration so as to ensure

the content validity of the instrument. Overall, the instrument was considered to be "Very Much Valid" with a mean score of 4.67. Pilot study was carried out on 40 respondents where 10 NUPs were taken from each province to evaluate reliability of the questionnaire. The reason behind performing pilot study on such people is to ensure that the tool is checked among people who have similar characteristics as those of respondents in actual study. Data thus obtained were then analyzed for reliability by using Cronbach alpha technique. The findings indicate that Cronbach alpha value of Career Advancement Opportunities Questionnaire is 0.990, Job Satisfaction Questionnaire is 0.985, and Retention Intention Questionnaire is 0.988.

Data-Gathering Procedure

In order to collect data from participants, the researcher sent a letter addressed to the PNP Regional Director asking for permission to conduct the research and to collect data. When the permission was granted, the researcher was contacted by the NUP Supervisor and asked to provide the link to the Google Form. The letter request which was already approved and the Google form link was sent to the HRMAs in each province. The HRMAs distributed the Google form link among the Non-Uniformed Personnel (NUPs) in their respective province using the official group chat of NUPs. For the purpose of verifying the response received from the participants, they were asked to submit a screenshot after completing the form.

Statistical Treatment

The data collected were analyzed utilizing SPSS version 26. The mean was used to describe the perceived levels of career advancement opportunities, job satisfaction, and retention intention among the NUPs in the region. The arbitrary norms used to interpret the data collected were as follows:

For Career Advancement and Retention Intention

Interval	Item Descriptive Rating	Overall Descriptive Rating
4.21 – 5.00	Strongly Agree (SA)	Very High (VH)
3.41 – 4.20	Agree (A)	High (H)
2.61 – 3.40	Neither Agree nor Disagree (NAD)	Moderate (M)
1.81 – 2.60	Disagree (D)	Low (L)
1.00 – 1.80	Strongly Disagree (SD)	Very Low (VL)

For Job Satisfaction

Interval	Item Descriptive Rating	Overall Descriptive Rating
4.21 – 5.00	Strongly Agree (SA)	Extremely satisfied (ES)
3.41 – 4.20	Agree (A)	Generally satisfied (GS)
2.61 – 3.40	Neither Agree nor Disagree (NAD)	Mixed satisfaction (MS)
1.81 – 2.60	Disagree (D)	Dissatisfied (DS)
1.00 – 1.80	Strongly Disagree (SD)	Highly dissatisfied (HDS)

Moreover, a Path analysis via Structural Equation Modeling (SEM) in AMOS was used to examine the mediation of job satisfaction in the relationship between career advancement opportunities and retention intention.

Ethical Considerations

In line with the purpose of this research, which is to broaden the body of knowledge, the researcher was responsible for protecting the respondents' legal and moral rights. The researcher submitted the study for ethical review by the UNP Ethics Review Committee and was approved on December 12, 2025, with Approval Number A-2025-437. The participants were informed of the study's purpose, methods, risks, and benefits through the Informed consent and to continue with the Google Form, they agree in voluntarily participating in the study. Personal information collected from participants was kept confidential and the identifying information was removed or disguised in the research report to prevent participants' identification. There was no potential for harm in participating in this study as aggregated findings were reported and individual responses were remained confidential. The filled-out forms were kept securely and privately, wherein the laptop used was encrypted with a pin code, where only the researcher and his statistician have access.

Results and Discussion

Level of career advancement opportunities

Dimensions	M	DR
1. Promotional Opportunities	3.38	Moderate
2. Training and Professional Development	3.78	High
3. Skill Utilization and Growth	3.79	High
4. Career Goal Progression	3.65	High
5. Recognition and Reward	3.69	High
6. Career Planning and Mentoring	3.69	High
GRAND MEAN	3.66	High

Table 1. Level of Career Advancement Opportunities for NUPs

The NUPs of the PNP perceived their career advancement opportunities at a “High” level, with a grand mean of 3.66, indicating that employees generally believe they have sufficient avenues for professional growth, skill development, and long-term career development. This suggests that NUPs recognize that their roles provide meaningful opportunities to build experience and gradually advance within the organization. This perception may be shaped by their day-to-day exposure to work that allows them to use and refine their skills, take on added responsibilities over time, and participate in organizational processes that contribute to their professional development. Although a systematic structure like the PNP might entail that advancements in career development follow strict processes, an employee may still experience development through education, competence in duties, and self-confidence.

Career development options are important considerations when effectively managing human resources, as they play a role in helping employees see whether an organization is providing fair treatment, career opportunities for growth, and career possibilities in the future. Likewise, Human Capital Theory holds that uncertainty in career development will restrict the advantages gained from investing in skills.

Of the six categories for career growth, Skill Utilization and Growth has been rated as the highest among employees at a mean of 3.79. The high mean score could suggest that employees strongly believe their positions enable them to utilize their skills appropriately while allowing themselves room for development and acquisition of additional skillsets. This might demonstrate that employees do not limit their role as NUPs to performing simple tasks but actively utilize their existing knowledge and constantly learn through the process. The skill utilization and development could be observed in the process of carrying out tasks in line with their capabilities, for example, performing technical tasks, managing data, or completing administrative duties while continuously acquiring better ways to carry out the same process.

This observation is supported by the study conducted by Spreitzer et al. (2025), who found that employees who are provided with opportunities for skill utilization and development exhibit high engagement, superior performance, and greater job satisfaction.

In comparison, the lowest average score was given to Promotional Opportunities with an average score of 3.38, implying that while employees know that there are promotion options in the company, their perception of how to make use of these opportunities could vary. This is because not all promotion programs might be easily understandable by all employees, thus causing differences in opinions based on the employee’s job position, tenure, and familiarity with the promotion procedure. While some of the NUPs may know what needs to be done for a promotion, others may find the process difficult to understand. The presence of vacant positions, the qualifications required, and the systematic process of promotions can play roles in determining the ease at which employees find promotion options available to them.

These results have been confirmed by the work of Peiris (2024), Zhao et al. (2024), and Koopmans et al. (2025), indicating that when employees find promotions systems to be unclear and unreliable, this tends to decrease their motivation and makes them uncertain about their future with the firm.

Level of job satisfaction

A synopsis of the level of job satisfaction among various dimensions of NUPs is shown in Table 2.

Dimensions	M	DR
1. Pay and Benefits	2.91	Mixed Satisfaction
2. Work Conditions	3.60	Generally Satisfied
3. Supervision	3.81	Generally Satisfied
4. Co-worker Relationships	3.86	Generally Satisfied
5. Career Growth Opportunities	3.67	Generally Satisfied
6. Job Security	3.69	Generally Satisfied
7. Work-Life Balance	3.66	Generally Satisfied
GRAND MEAN	3.60	Generally Satisfied

Table 2. Non-Uniformed Personnel's Job Satisfaction Level

The general level of job satisfaction among NUPs within the organization is found to be "Generally Satisfied," given the grand mean score of 3.60. This implies that the respondents usually have positive perceptions about their job and the surroundings within which they carry out their functions. It implies that the majority of the elements involved in the job make it satisfying, allowing them to complete their obligations effectively.

Research on the topic of job satisfaction states that if employees are under supportive working conditions with good relations and chances for development, then they are more engaged and committed to the organization (Inayat & Khan, 2021). From all the variables studied, relations with co-workers gained the maximum mean score of 3.86, considered "Generally Satisfied." It shows that employees highly appreciate their positive relationships with other members of staff. Positive relationships at work make the work process easier for employees, as NUPs' job often requires teamwork and collaboration among people. The trust that forms between employees helps people to better communicate and be more engaged in the teamwork. This, in its turn, leads to a better work atmosphere where there is no additional psychological stress for employees, which is rather beneficial for their wellbeing. As was pointed out by Kim and Beehr (2022) and Trochmann et al. (2023), relations with co-workers positively influence satisfaction and engagement of employees.

On the other hand, the item having the lowest mean score of 2.91 was pay and benefits. The result is equivalent to "Moderately Satisfied." This indicates that despite the fact that employees see the certainty and stability of the organization's payment system, there is a perception among some that it might not always coincide with their financial requirements. Specifically, while it can be considered true that employees are paid regularly, they could have the notion that the money they receive is not enough for their day-to-day expenses and those involving their families. This situation is quite typical for employees who compare their pay based on how much effort they need to exert at work. According to Udasi (2023), employees might be satisfied with the stability of their income but unsatisfied with its adequacy compared to their needs.

Level of retention intention among NUPs

Table 3 highlights the levels of intention to retain across various dimensions among NUPs.

Dimensions	M	DR
1. Organizational Commitment	3.74	High
2. Turnover Intention	3.61	High
3. Perceived Alternatives & Labor Market Confidence	3.59	High
4. Job Embeddedness	3.62	High
5. Perceived Organizational Support (POS)	3.67	High
6. Perceived Supervisor Support (PSS)	3.84	High
GRAND MEAN	3.68	High

Table 3. Retention Intention Levels Across Dimensions Among Non-Uniformed Personnel (NUPs)

The grand mean of retention intention among the NUPs is 3.68, which belongs to the category of "High." It implies that the survey respondents show a strong tendency to retain their positions in the Philippine National Police. It implies that the NUPs may feel a certain need to keep working for the organization because they believe that they are valued, loved, and

supported in the workplace. The result was obtained due to the combined effect of emotional, relational, and organizational factors (Eisenberger et al., 2022). Out of all the dimensions, Perceived Supervisor Support and Perceived Organizational Support had the highest scores at 3.84, emphasizing that having equitable and respectful supervisors and recognizing organizational support for employee contribution were important reasons for retaining employees (Zhang et al., 2025; Siddiqi et al., 2024).

Perceived Alternatives and Labor Market Confidence, despite having the lowest mean at 3.59, also belong to the “High” category. This indicates that while NUPs realize that there are alternative avenues available for them, in addition to being confident that they will be able to secure employment in other organizations, many of them still prefer to stick to their current jobs. While workers realize that they have options, they do not seem to feel a pressing need to take advantage of such options immediately. In the case of many employees, perhaps the security, satisfaction, and meaning associated with their current jobs outweighs the uncertainty of moving to another organization altogether. Here again, the issue of retention seems more of a personal decision than a lack of viable alternatives, as discussed by Nguyen and Nguyen (2023).

The above-mentioned results together show that the environment created by the organization, such as fair and professional supervision, appreciation of one’s input, and provision of chances to develop relationships, works successfully for retaining employees (Lee & Cao, 2024). The fact that the mean value of overall retention intention is very high indicates that the workers feel appreciated, connected to their colleagues, and supported by the organization, but it also shows that the practices should be developed further in certain aspects, such as career development and guidance.

Mediating effect of Job satisfaction between career advancement opportunities and retention intention



Figure 1. Path Analysis Model showing the mediating role of Job Satisfaction

Figure 2 show that career advancement possibilities have a strong effect on job satisfaction ($\beta = 0.81$). This shows that career advancement possibilities such as promotion, skill building, and other forms of career growth are important determinants of the degree to which NUPs can be more satisfied with their jobs. The value of the coefficient of determination (R^2) as 0.66 for job satisfaction demonstrates that 66% of variance in job satisfaction can be accounted for by career advancement possibilities, showing the importance of career development in influencing employee satisfaction. Furthermore, job satisfaction positively affects retention intention ($\beta = 0.47$), implying that employees that are satisfied with their jobs are less likely to quit than to continue.

Additionally, the findings have indicated that career growth opportunity has a direct effect on retention intention ($\beta = 0.42$). This implies that even without taking into account the issue of job satisfaction, career growth opportunity will encourage employees to stay in the organization. The reason for this is that employees who are provided with such career growth opportunities are most likely to see themselves in the long run at the same organization because there will be possibilities of promotion and professional development.

Taking into account the indirect effect of career growth opportunity, we see that career growth opportunity affects retention intention via job satisfaction ($0.81 \times 0.47 \approx 0.38$). Career growth opportunities not only have a direct effect on the intention of employees to stay in the organization but also an indirect one by influencing the level of employees' satisfaction with their job performance. In light of the significance of both the direct and the indirect effect, we may conclude that job satisfaction mediates the effect of career growth opportunity on retention intention.

These results are in line with current NUP empirical evidence highlighting the mediating role played by job satisfaction in retention theories. For example, one study has demonstrated that providing opportunities for career development increases employees' job satisfaction and subsequently their intention to stay with the company (Kong et al., 2021). In addition, other studies examining employee retention have concluded that organizational actions that enable career advancement lead to increased job satisfaction and consequently increase employees' intentions to stay with the company

(Sok et al., 2023). Recent evidence drawn from the context of Asian organizations reveals that not only do career development activities directly affect retention, but they can also mediate the relationship between career growth opportunities and turnover intention via job satisfaction, thus partially acting as a mediator (Peiris, 2024; Salleh et al., 2024). Finally, more recent research has also noted that the introduction of clear career paths, mentoring schemes, and professional development leads to job satisfaction, which ultimately fosters employee retention (Satoto & Dwianto, 2025; Suriadi et al., 2024).

As can be seen from these empirical findings, career advancement opportunities affect retention intention through different channels, and even if the presence of career advancement opportunities alone encourages employees to stay, their positive impact is augmented by the positive effect of such opportunities on job satisfaction and, therefore, partial mediation effect of job satisfaction.

Finally, the coefficient of determination R^2 of 0.72 for the variable of retention intention demonstrates that a total of 72% variation in employees' intention to stay in the organization can be attributed to the joint effect of career advancement opportunities and job satisfaction. This is quite an impressive value, which proves that the above-mentioned two variables indeed play a significant role in affecting employees' decision to stay.

The findings suggest the significance of the tangible and psychological components of the workplace environment in encouraging employees to continue working in the same place. Career development opportunities denote the structural component of organizational support, encompassing the presence of career growth paths, training opportunities, and skill enhancement opportunities. Such components ensure that employees perceive their job as something beyond their present role, allowing them to focus on career development. Job satisfaction denotes the subjective experience that an employee gains while performing the tasks at work. It includes the employee's comfort level, feelings of fairness in the work environment, colleague relations, and overall satisfaction with the workplace. Job satisfaction enables employees to derive greater meaning from their work life, making it easier for them to establish a strong emotional bond with the organization. The presence of these two components concurrently ensures a more secure and psychologically satisfying environment for employees. Employees receive motivation not only because of their future accomplishments but also from the present experiences.

Moreover, the residual 28% variation in retention intention can also be attributed to other variables not captured by the regression equation. In essence, apart from career advancement opportunities and job satisfaction being strong determinants of retention intention, there may be other variables influencing the decision of employees to remain in an organization.

Path	β	SE	CR	p	Interpretation
Career Advancement Opportunities → Job Satisfaction	0.81	0.03	29.795	< .001	Significant
Job Satisfaction → Retention Intention	0.471	0.04	11.242	< .001	Significant
Career Advancement Opportunities → Retention Intention	0.421	0.043	10.042	< .001	Significant
Indirect Effect (Career Advancement Opportunities → Job Satisfaction → Retention Intention)	0.382	—	—	< .001	Partial Mediation

Legend: β = standardized regression coefficient; SE = standard error; CR = critical ratio

Table 4. Effect of Job Satisfaction in the Relationship Between Career Advancement Opportunities and Retention Intention

The results of mediation analysis presented in Table 4 showed that career advancement significantly predicted job satisfaction ($\beta = .810, p < .001$), implying that the individuals who see more opportunities for developing careers tend to have high job satisfaction. The results are similar to those by Muttaqien and Rahmayanti (2025), who reported that career development has a significant effect on job satisfaction, which has an indirect effect on turnover intention through the mediation effect of job satisfaction. On its part, job satisfaction plays a vital role in determining retention intention ($\beta = .471, p < .001$). In essence, this implies that the more satisfied employees are with their jobs, the more inclined they are to remain with the organization. As such, NUPs whose job satisfaction levels are high will be more committed to retaining their services within the organization due to their level of contentment with the work environment, relations, and even rewards among other things. This relationship has been empirically established for millennials in Indonesia (Peiris, 2024).

In addition, the opportunities for career advancement play a crucial role in retention intention directly ($\beta = .421, p < .001$). That is to say that the opportunities available for career growth and professional development have a positive effect on retention. In addition to this effect, the opportunities for career advancement have an indirect impact on retention through job satisfaction ($\beta = .382$). It means that career growth not only encourages employees to stay because of future opportunities, but also helps shape their satisfaction with their current roles.

Conclusion and Recommendations

The career development opportunities for NUPs in the PNP are not confined to only promotion to higher positions; they are highly supported by learning programs, skill building, professional growth, and mentoring to help workers develop the expertise and support they need to advance their careers. To further improve the career development structure, the organization can enhance and develop such a career development scheme through developing an Annual Career Development Plan (CDP) for NUPs that involves undertaking a minimum of two (2) competency-based training activities annually (for example, administrative competencies, IT skills, leadership qualities) and producing and distributing a career progression guidebook.

Overall, they are satisfied with their jobs, as the working conditions provided by the organization are relatively conducive to meeting their professional and personal requirements. Nevertheless, their moderate satisfaction with the compensation and benefits implies that although the NUPs are not unhappy with their remuneration, there is a possibility that the existing pay and benefits package does not sufficiently cater to their demands. In response to the relatively satisfactory levels of pay and benefits, it would be necessary for the PNP to adopt a more comprehensive approach to compensating and rewarding its workers. This will include the conduct of salary reviews on a regular basis, which would involve conducting evaluations after every two to three years, together with other concerned government departments, to ensure that pay is commensurate with the level of inflation, increasing cost of living expenses, and changing demands for the NUPs' roles within the police force. At the same time, a focus on enhancing non-financial incentives through quarterly awards such as the Employee Recognition Awards, commendations, or performance of NUP units would encourage workers to believe that their work is appreciated. Even small gestures such as recognition are significant in improving motivation and encouraging good performance. Lastly, training allowances and scholarships to NUPs who are undertaking additional studies would be beneficial.

The commitment of NUPs is high as far as staying within the organization is concerned, especially when taking into account the positive organizational environment and supervision. The organization could leverage the high level of dedication among NUPs by enhancing organizational and supervisory support within the daily routine of the operations. This can be done through providing constant supervision and constructive feedback, coupled with acknowledgment of the efforts made by the employees, which will make them feel appreciated. It is important for the manager to communicate effectively with all employees while being empathic to foster a positive relationship. Furthermore, allowing NUPs to participate in some decision-making activities related to their job functions and the work environment can increase their sense of responsibility and dedication. Employees become more dedicated when their voices are heard. Opportunities for career development have a significant relationship with job satisfaction; this means that employees who have high perceptions of opportunities for career growth and development have high job satisfaction. It will be important for the company to explore the possibility of mandating each of its NUPs to develop an Individual Development Plan (IDP) that should be updated every year, thus enabling them to play a more pro-active role in their career development. The process of developing an IDP would allow employees to pinpoint their strengths, weaknesses, and goals in regard to their development and career. It would also enable supervisors to assist their employees in achieving their career goals through aligning their responsibilities and training to the IDPs. Also, holding career planning sessions every year would also aid in informing employees about various possibilities regarding their career development within the organization.

Furthermore, opportunities for career development have a significant relationship with retention intentions of NUPs; this means that employees who have high perceptions of opportunities for career growth and development will lead to high retention intentions. Likewise, this study has empirically validated a "Career Advancement-Satisfaction-Retention Model" for NUPs. To further enhance the retention intention of NUPs, the Philippine National Police might adopt a proactive and evidence-based strategy in engaging and supporting their employees. For example, the organization can conduct a retention and job satisfaction survey annually to monitor the experience of its employees, their grievances, and their needs. As a result, the organization will be able to address any potential issues early in time without waiting until a problem arises. Moreover, the organization can create a database to monitor its employees' career progression by registering promotions, training attendance, and years of service. Also, the organization can consider pinpointing those employees who are likely to leave the organization due to poor performance, lack of promotion opportunities, or other factors. After identifying such employees, the organization can offer them some assistance by providing career counseling, mentoring programs, or changing their positions.

The subsequent studies can include a mixed approach by involving interviews and discussions with the employees, which will help in better understanding the perspectives of the employees in relation to promotions, satisfaction levels, and willingness to continue in the organization. Moreover, conduct a confirmatory factor analysis of the questionnaires used in this study for stronger evidence of construct validity and expand the model that includes other potential variables that may have an effect on career development opportunities, job satisfaction, and retention intention.

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Data Availability Statement

Data sharing is not applicable, as the data gathered was solely for this study.

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Appendices

No Appendix attached.