The Impact of Career Self Management on Employees' Organizational Commitment in the Banking Sector of Pakistan

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ABSTRACT

This research provides empirical evidence about the relationship between career self-management and organizational. This study highlights the importance of career development activities by the individual, and how these activities impact their commitment with the organization. Empirical evidence is drawn from the sample size of 202employees. Simple linear regression analysis is used by authors to test the hypothesized relationship of the model. Findings of the study indicated that there is a positive relationship between career self management and organizational commitment. The study highlights the importance of organizations paying attention to activities and career development opportunities what individuals value so that they may fit with the organization and enhance their commitment to it.

Keywords: Career self-management, organizational commitment, output, organization development & Banking Sector.

Introduction

Organizational commitment is one form of commitment in the workplace. Researchers indicate that commitment plays significant role in high job performances and overall effectiveness of the employees. Skerlavaj et al., (2007) asserted that committed employees help in improving organizational effectiveness. During 1990's, organizational commitment received extensive consideration by researchers and practitioners. Literature to date has shown that various researches have conducted meta-analytic studies on the consequences, correlates, and antecedents of organizational commitment (Cooper-Hakim & Viswesvaran, 2005; Allen & Meyer, 1990; Mathieu & Zajac, 1990; Meyer et al., 2002; Meyer & Herscovitch, 2001). Meanwhile, some of the researchers distinguished different forms of commitment. During the conceptual evolution of organizational commitment, it is conceptualized as either a uni-dimensional (Mowday et al., 1979; Wiener, 1982) or multi-dimensional concept (Mowday et al., 1982; Scholl, 1981; Allen & Meyer, 1990; O'Reilly & Chatman, 1986).

Besides other factors that affect an employees' commitment, career development is one of the significant factor. Career development is one of the basic interests of employees in their work

life. Literature to date has focused on different approaches of career development, and one such significant approach is "Career self-management". Lavalee and Campbell (1995) defined Career self-management as a ongoing process in which employees take the responsibility of their own development and monitoring and evaluation of one's career goals. The main reason to choose this topic is to fill in the gaps in research body. As the impact of career self-management on organizational commitment is not thoroughly tested, there is a need to explore the relationship between career self-management and organizational commitment in details.

Research Question

This empirical study undertakes to investigate whether or not the career self-management positively impact employee's organizational commitment. Explicitly, the research question to be addressed in the study is: Does career self-management positively impact employee's organizational commitment?

Background

Organizational Commitment

The association and discrepancy in currently available uni-dimensional constructs of organizational commitment, Meyer & Allen gave their three component model (Allen & Meyer, 1991). Meyer & Allen model proposed a multi-dimensional definition and measurement of organizational commitment. They asserted that the emotional and psychological bond between the employees and the organization is termed as organizational commitment. This bond makes the employee turnover unlikely. The discrepancy in the mind-sets leads to the categorization of commitment in to three distinct forms: affective (emotional attachment with the organization), normative (feeling of responsibility or compulsion to continue working with an organization) and continuance (assumed cost associated with quitting a particular organization).

Career Self-Management

The Literature has focused on different approaches of career development. Noe (1996) gave two approaches of career development: organizational career management and career self-management. Noe (1996) conceptualized that Career self-management is a three-stage process. First step is career exploration in which individuals gather knowledge about various interests, values, and skill strengths and weaknesses. Second step is about career goals in which individuals identify and set their career goals. Third step is goal achievement in which individuals devise and engages into various career strategies that help in achievement of career goals. *Career self-management* includes all those activities which are carried out by employee in order to enhance its future career

prospects. Different researchers indicated that now a day's individuals are responsible for managing their own careers because of flattened organizational structures and lesser number of opportunities available to individuals for career development (Kuijpers & Scheerens, 2006; Sturges, 2008). King (2003) stated that career self-management is assumed a new concept.

The Literature to date uncovers both the positive and negative consequences of career self-management. Some researches indicates that when an individual purses management and development of its own career, this may result in enhancing the commitment of that employee with the organization (Sturges et al.,2005; Bambacas, 2010; Sturges et al., 2000). Whereas, very few studies has also confirmed the negative relationship between career self-management and organizational commitment studies (Bambacas & Bordia, 2009). The existing body of literature can be extended by determining how career self management practices could help in enhancing the commitment.

The researchers focused only on career self-management as it is growing trend of today's organizations. So the focus of researchers is to find out the impact of career self-management on organizational commitment.

THEORETICAL FRAMEWORK

Infact the career development is the responsibility of the organization but this trend is changing now a days because of flattening of the organizational structures and reduced number of career opportunities which are available to an employee. The dynamic work environments have highlighted the need that individuals take responsibility of their own career management instead of waiting for an organization to manage their careers. Literature to date has also necessitated the need of career self-management (Kuijpers and Scheerens, 2006; Sturges, 2008).

The career self-management leads to more career mobility, this means that employees become more mobile and considers other career opportunities which are available to a particular employee. Thus, if an employee manages its own career, he/she is likely to pursue different career opportunities that arise. That is why; it can be considered that these job openings may have different negative impacts of an employee's commitment to the organization. Consequently it can also be said that employees when manage their own career leads to professional commitment instead of organizational commitment (Heaton and Ackah, 2006).

Latest researches has suggested that organizational commitment levels may show improvement (Sturges et al., 2005; Sturges et al., 2000, Bambacas, 2010) or deterioration/decrease

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(Bambacas & Bordia, 2009) with the advent of career self- management. It is significantly important to highlight and investigate the relationship between career self-management and organizational commitment because it is expected by the organizations that employees manage their own career but have been unsure of possible negative consequences (Sturges et al., 2000). This study provides an extension to the literature by investigating the impact of career self-management on organizational commitment. Lavalee and Campbell (1995) defined career self-management as taking the responsibility for your own career development. It is expected that employees monitor and evaluate their own progress towards their career goals instead of the case in which organization takes career of development of an employee's career goals. Literature indicates that researches on career self-management and it effect on employees attitudes towards the organization, has gained momentum (Sturges et al., 2000; Sturges et al., 2002).However, consequences such as commitment are frequently overlooked (Sturges &Guest, 1999).Based on pertinent literature, the researchers proposed the following hypothesis:

H1: Career self-management will be positively related to organizational commitment.

The Model:
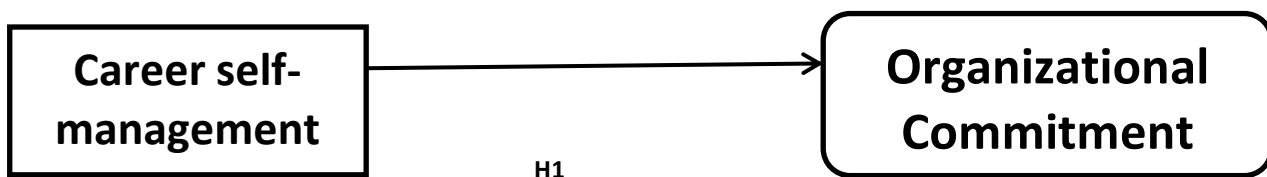
Figure 3.1: Schematic Diagram of the Proposed Relationship between career self-management and organization commitment.

RESEARCH METHODOLOGY

The population of the study constituted of private bank employees of Islamabad and Rawalpindi. The rationale for selecting this population is that, little research has been carried out to test the relationship between career self-management and employees' organizational commitment in developing countries like Pakistan. The main focus of the researchers is to test the impact of career self-management on commitment levels of employees in Pakistan. Researchers received permission for data collection from seven banks. The study sample consisted of 202 employees of seven private banks of Islamabad and Rawalpindi.

Measures

Meyer & Allen (1998) organizational commitment instrument was adopted in this study to measure three dimensions of employee's organizational commitment. All three commitment scales

(affective, normative and continuance) were included in one part for the ease of administration and simplicity. Bambacas (2010) instrument items were adopted in this study to measure the constructs of career self-management. **Control variables** such as demographic characteristics of gender, age, tenure were recorded.

Gender

In this research study sample, males clearly dominated the study consisted of 74% of the male respondents and 26% female respondents.

Table 4.2: Frequency Distribution of demographic variable: Gender (N= 202)

	Frequency	Percent	Cumulative Percent
Male	148	73.3	74
Female	54	26.7	100.0
Total	202	100.0	

Age

The demographic variable age was categorized into four groups. "20-30 years", "31-40 years" followed by the "41-50 years" and finally "over 50 years".

Table 4.3: Frequency Distribution of demographic variable: Age (N= 202)

	Frequency	Percent	Cumulative Percent
20-30 years	**99**	**49.0**	**49.0**
31-40 years	**63**	**31.2**	**80.2**
41-50 years	**12**	**5.9**	**86.1**
above 50 years	**28**	**13.9**	**100.0**
Total	**202**	**100.0**	

Tenure:

Tenure was measured by the number of years a respondent worked in current organization. As for the distribution of respondents' w.r.t. Tenure, the study sample was dominated by respondents with "6 - 10 years" of tenure, being 52% of total study sample; followed by "1 - 5 years".

Table 4.4: Frequency Distribution of demographic variable: Tenure (N= 202)

	Frequency	Percent	Cumulative Percent
1-5 years	65	32.2	32.2
5-10 years	84	41.6	73.8
10-20 years	26	12.9	86.6
over 20 years	27	13.4	100.0
Total	202	100.0	

5.0 ANALYSIS AND RESULTS

The descriptive statistics were calculated for the presentation of the estimated means and standard deviations for the independent and dependent variables of the study.

Table 5.1: Descriptive Statistics for all variables: (N= 202)

Variables	N	Mean	Std. Deviation
Organizational Commitment	**202**	**3.16**	**.50**
Career self-management	**202**	**3.21**	**.73**

5.2 Correlation Analysis

The correlation matrix indicated that there is positive correlation between independent variable (CSM) and dependent variable (OC) because coefficient of regression (r) is 0.54 at a significant level of 0.01. Hence Hypothesis is proved which states that there is a positive relationship between CSM and OC.

5.3 Regression Analyses

        The imple linear regression is used to find out the direct impact of predictor (career self-management) on dependent variable (organizational commitment). the value of adjusted R^2 is 0.29 that depicts the linear regression relation between CSM (career self-management) and OC (organizational commitment). The regression model reveals that CSM explains 30.6% of variance in organizational commitment. There is general support for hypothesis which states that there is a positive relationship between career self-management and organizational commitment.

Table 5.4: Summary and Regression Coefficients

Model	R	R square	Sig.
OC	.553	.306	.000
Predictor: (Constant) CSM Dependent Variable: OC			

Results of data analysis uncovered various interesting and unanticipated findings. The result of linear regression showed that career self-management showed a significant relation with "organizational commitment". Results indicate that career self-management (CSM) explains 30% variance in "organizational commitment".
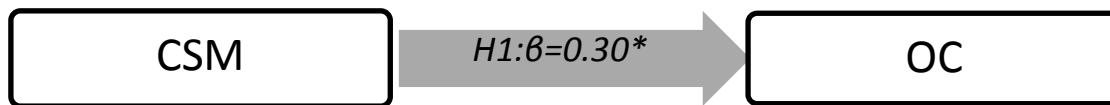

Figure 5.4: Relationship between CSM and OC

This research enhanced the knowledge on career development, and ultimately advanced the theoretical base of career self-management and how it effects organizational commitment of the employee. This research is carried out to clear the ambiguous effect of career self-management on commitment to their employer. These days, employees are more career conscious than ever. Organizations currently expect staff to play a role in managing their own careers (Adamson, Doherty & Viney 1998; Gratton & Hope Hailey 1999).

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