
**THE IMPACT OF ORGANIZATIONAL CAREER DEVELOPMENT ON
EMPLOYEES' ORGANIZATIONAL COMMITMENT IN PAKISTAN**

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Abstract

This study aims to investigate the relationship between organizational career development and organizational commitment and its each dimensions, i.e. affective, continuance and normative. Empirical evidence was drawn from 231 permanent faculty members of five public sector universities of Rawalpindi and Islamabad. Linear regression analysis was used to test the hypothesized relationships. Findings of this study established a positive relationship between organizational career development and organizational commitment and its three dimensions (Affective, Normative and Continuance). Our study investigates how organization career development impact employee's organizational commitment; this will help organizations to recognize the needs of their workforce so that they can provide their employee with valued organizational practices which will help in enhancing the organizational commitment of the employees.

Keywords: Pakistan, organizational career development, organizational commitment, affective commitment, normative commitment, continuance commitment, output, organization development.

Introduction

Employee's commitment towards an organization is the most challenging and extensively researched area. Researches indicate that commitment has the potency to influence well-being of employees as well as organizational effectiveness (Meyer & Herscovitch, 2001). "Organizational Commitment" is one form of commitment in workplace.

The Researchers have indicated that organizational commitment helps in reduction of employee turnover and absenteeism (McKenna, 2005; Mathis and Jackson, 2004; Newstorm, 2007).

The term "Organizational Career Development" refers to opportunities provided to enhance an employee's career development within the organization (King, 2003). Jan (2010) indicated that organizational career development practice helps in building employee's loyalty towards the organization but also contributes in employees' better job performance and ultimately bringing a competitive edge to the organization. The pertinent literature points out that "employee commitment of university teachers" is a neglected and under-researched area. Particularly, the public sector institutions of higher learning in Pakistan have no study in this regard (Chughtai & Zafar, 2006; Malik, Nawab & Naeem, 2010). Our study has explored the organizational commitment of permanent faculty members of public sector universities.

Research Question

This empirical study undertakes to investigate whether or not the organizational career development positively impact employee's organizational commitment (normative, affective and continuance). Explicitly, the research question to be addressed in the study is: Does organizational career development positively impact employee's organizational commitment?

Background

2.1 Organizational Commitment

Many scholars provide proper definition of organizational commitment, e.g. Allen & Meyer (1990) adopted the concept of psychological attachment for commitment and they defined that commitment is actually a psychological state which attaches the employees with the organization and reduces the turnover. Mathieu & Zajac (1990) stated that commitment is a bond between the employee and the organization. Commitment is a construct that has been defined and measured in different ways. Employees' organizational commitment is an

entirely different construct than occupational commitment. Blau (1985) stated that occupational commitment is an individual's attitude towards its profession. The employee who is committed to its profession is the one who commits to its job instead of the organization. Meyer & Allen's three-component model of commitment (1991) categorized organizational commitment in three dimensions: affective commitment, normative commitment and continuance commitment.

Affective Commitment

The degree to which an employee identifies with its organization is termed as affective commitment. It is actually the employees' identification, involvement and emotional attachment with the organization. Employees with high level of affective commitment stay with the organization for the reason that they *want* to stay (Meyer & Allen, 1991). This view is rooted into Kanter's study that named this affective commitment as "Cohesion commitment" and defined it as a person's emotional and affective attachment to any group (Kanter, 1968).

Continuance Commitment

Awareness of perceived cost of quitting an organization is termed as continuance commitment. This form of commitment occurs when an employee's necessitate remaining in membership of an organization in order to avoid cost of leaving it. Strong continuance commitment levels occur because the employees *need* to stay with an organization (Meyer & Allen, 1991). Becker's (1960) approach of side-bets helps individual recognize the 'costs' which are associated with discontinued membership of an organization.

Normative Commitment

Meyer & Allen stated that when an employee feels an obligation to stay with its employer, it is termed as normative commitment (Meyer & Allen, 1991). Normative commitment is concerned with the societal norms up to the degree to which people should to stay committed to a particular organization. The Employees with a strong normative commitment stay in the organization because they feel they *have* to stay. (Meyer & Allen, 1991)

Theoretical Framework

Paul & Anantharaman (2004) proposed a positive relationship between HRM practices and organizational commitment. They conducted this study in Indian population. Findings of their study reported that the HRM practices provided by the organization help in enhancing the employees' organizational commitment. Career development was one of HRM's most practiced under study topic of interest. Meyer & Allen (1997) proposed that three dimensions of organization commitment can be developed from the way employees perceive HRM practices of the organization. They found that HRM practices offered by the organization help in development of affective, normative and continuance commitment. HRM practices provided by organization increases the perceived cost of leaving an organization, hence ends up in making an employee stuck with an organization. This will lead to stronger continuance commitment. Based on pertinent literature, it is hypothesized that organizational career development is positively related to organizational commitment (affective, normative and continuance). The researcher proposed the following hypotheses:

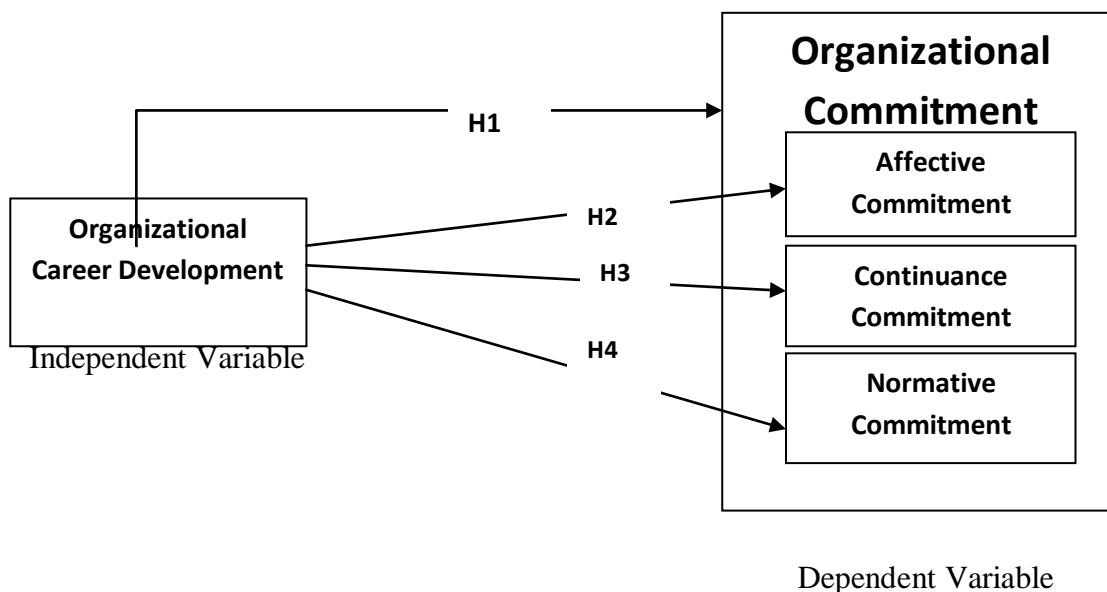
H1: Organizational career development will be positively related to organizational commitment

H2: Organizational career development will be positively related to affective commitment

H3: Organizational career development will be positively related to continuance commitment

H4: Organizational career development will be positively related to normative commitment

Theoretical Model of the Study



Methodology

The population of the study constituted full-time faculty members of the public sector chartered universities/degree awarding institutes of **Islamabad and Rawalpindi** having their main campuses in Islamabad and/or Rawalpindi. Professors, Assistant Professors, Associate Professors, and Lecturers fall in the category of Faculty members.

Sample

Researcher sent request for permission of data collection via e-mails to all the chartered public sector universities of Islamabad and Rawalpindi. Among all 12 universities, researcher got positive response from 5 universities. The study sample consisted of 231 employees (Professors, Assistant Professors, Associate Professors, and Lecturers) of five HEC recognized public universities of Islamabad and Rawalpindi. Total population in all 5 universities was 1175.

Researchers received back a total of 245 questionnaires with a response rate of 70% of which 231 questionnaires were useable so the ultimate or true response rate (RR) was 66%.

Measures

Meyer et al., (1998) developed measures for each dimension of organization commitment are employed in this research. Instrument included items of three dimensions of organizational commitment (affective, normative and continuance) and organizational career development. Meyer & Allen organizational commitment instrument (1998) 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.

Results

3.0 Descriptive Statistics

The descriptive statistics were calculated for the presentation of the estimated means and standard deviations for the independent and dependent variables of the study. The highest mean was recorded for "affective commitment" ($M = 3.89$), while the lowest mean was recorded for continuance commitment ($M = 3.09$). All means were above the midpoint (3) of the scales chosen for this study.

Descriptive Statistics for all variables: (N= 231)

Variables	N	Mean	Std. Deviation
Affective Commitment	231	3.89	.68
Continuance Commitment	231	3.09	.66
Normative Commitment	231	3.59	.75
Organizational Commitment	231	3.52	.53
Organizational Career Development	231	3.40	.89

3.1 Correlation Analysis

Correlation analysis shows the strength and direction of correlation between independent

	Variables	1	2	3	4	5
1	AC	1				
2	CC	.08	1			
3	NC	.61**	.38**	1		
4	OC	.75**	.69**	.89**	1	
5	OCD	.40**	.35**	.47**	.53**	1

variables (organizational career development, value continuous learning) and dependent variables (organizational commitment, affective commitment, continuance commitment and normative commitment) Correlation between independent and dependent variables (N=231)

The correlation matrix above indicated that there is positive correlation between independent variable (OCD) and dependent variable (OC) because coefficient of regression (r) is 0.53 at a significant level of 0.01. Hence H1 is proved which states that there is a positive relationship between OCD and OC. OCD is also positively correlated to AC ($r = 0.40$, $p < 0.01$) and NC ($r = 0.61$, $p < 0.01$). Hence, H2, H4 are proved which states a positive relationship between OCD and AC and NC respectively.

**** $p < 0.01$ (two-tailed)** Note: AC (Affective Commitment), CC (Continuance Commitment), NC (Normative Commitment), OC (Organizational Commitment), OCD (Organizational Career Development)

Regression Analysis

This section discusses the regression results. First, regression was performed on organizational commitment and organizational career development; next regression was performed on organizational career development and each dimension of organizational

commitment separately for an in-depth analysis of the role of organizational career development (OCD) in organizational commitment (OC). The results are described in the following section. Linear regression is used to find out the direct relationship between all dependent and independent variables.

Regression Analysis of organizational career development (OCD) and organizational commitment

Linear regression analysis was done first on OCD as predictor (independent variable) and OC as criterion (dependent variable). The results are shown below.

R²	Adjusted R²	F	p-value
.280	.277	88.911	0.000
	Unstandardized β	Standardized β	
(Constant)	2.448		0.000
OCD	.315	.529	0.000
Predictors: (Constant), OCD Dependent Variable: OC			

The preceding table shows that the value of adjusted R^2 is 0.277 that depicts the linear regression relation between organizational career development (OCD) and organizational commitment (OC). The regression model reveals that organizational career development (OCD) explains 27.7% of variance in Organizational Commitment. It also shows the value of F that is significant, the p value being 0.00 and the F statistic being 88.911 showing the overall strength of the model. It was therefore concluded that organizational career development (OCD) significantly explains 27.7% of the variance in Organizational Commitment. The table shows the beta value of OCD to be 0.315, significant at 0.00. There was general support for our first hypothesis H1 that predicted a positive relationship between organizational career development and organizational commitment.

Regression Analysis of organizational career development (OCD) and affective commitment (AC)

Firstly, linear regression analysis was done on OCD as predictor (independent variable) and AC (Affective Commitment) as the dependent variable

R²	Adjusted R²	F	p-value
.149	.145	40.141	0.00
	Unstandardized β	Standardized β	
(Constant)	2.879		0.00
OCD	.296	.386	0.00
Predictor: (Constant) OCD; Dependent Variable: AC			

The preceding table shows that the value of adjusted R^2 is 0.145 that depicts the linear regression relation between organizational career development (OCD) and Affective commitment (AC). The regression model reveals that organizational career development (OCD) explains 14.5% of variance in Affective Commitment. It also shows the value of F that is significant, the p value being 0.00 and the F statistic being 40.141 showing the overall strength of the model. It was therefore concluded that organizational career development (OCD) significantly explains 14.5% of the variance in Affective Commitment. The table shows the beta value of OCD to be 0.296, significant at 0.00.

H2 was supported which illustrated that there is a positive relationship between organizational career development and the affective commitment.

Regression Analysis of organizational career development (OCD) and continuance commitment (CC)

Then, Linear regression analysis was done on OCD as predictor (independent variable) and CC (Continuance Commitment) as the dependent variable.

R²	Adjusted R²	F	p-value
.120	.116	31.278	0.00
	Unstandardized β	Standardized β	
(Constant)	2.208		0.00
OCD	.258	.347	0.00
Predictor: (Constant) OCD Dependent Variable: CC			

The preceding table shows that the value of adjusted R^2 is 0.116 that depicts the linear regression relation between organizational career development (OCD) and Continuance commitment (CC). The regression model reveals that organizational career development (OCD) explains 11.6% of variance in Continuance Commitment. It also shows the value of F that is significant, the p value being 0.00 and the F statistic being 31.278 showing the overall strength of the model. It was therefore concluded that organizational career development (OCD) significantly explains 11.6% of the variance in Continuance Commitment. The table shows the beta value of OCD to be 0.258, significant at 0.00. H3 stated a positive relationship between career development, offered by the organization and continuance commitment. H3 was supported

Regression Analysis of organizational career development (OCD) and normative commitment (NC)

Linear regression analysis was done on OCD as predictor (independent variable) and NC (Normative Commitment) as the dependent variable.

R²	Adjusted R²	F	p-value
.216	.213	63.103	0.00
	Unstandardized β	Standardized β	
(Constant)	2.256		0.00
OCD	.392	.465	0.00
Predictor: (Constant) OCD; Dependent Variable: NC			

The preceding table shows that the value of adjusted R^2 is 0.213 that depicts the linear regression relation between organizational career development (OCD) and Normative commitment (NC). The regression model reveals that organizational career development (OCD) explains 21.3% of variance in Normative Commitment. It also shows the value of F that is significant, the p value being 0.00 and the F statistic being 63.103 showing the overall strength of the model. It was therefore concluded that organizational career development (OCD) significantly explains 21.3% of the variance in Normative Commitment. The table shows the beta value of OCD to be 0.392, significant at 0.00.

There was general support for H4 as hypothesized, the relationship between organizational career development and normative commitment. In other words, there was a positive

relationship between career development, offered by the organization and the attachment and obligation to repay felt by the employees in our sample.

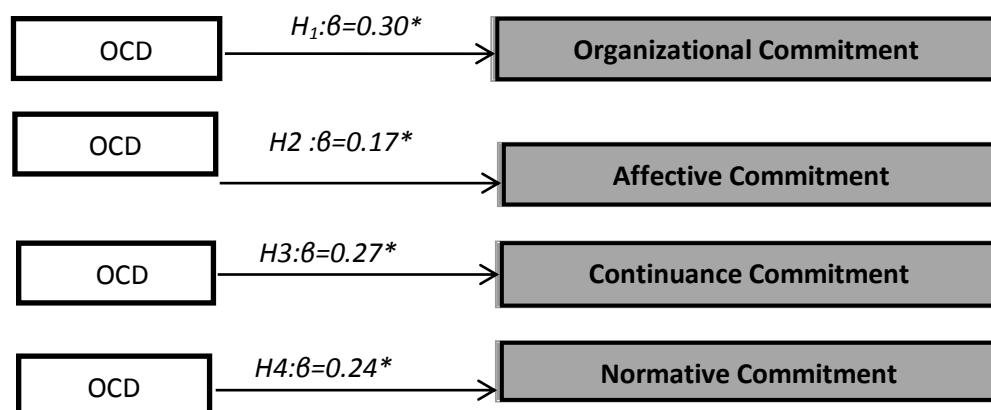
Hypothesis	Results
H1: Organizational career development will be positively related to organizational commitment	Accepted
H2: Organizational career development will be positively related to affective commitment	Accepted
H3: Organizational career development will be positively related to continuance commitment	Accepted
H4: Organizational career development will be positively related to normative commitment	Accepted

Discussion

The crux of our study was to explore the relationship between organization career development and organizational commitment of employees (affective, normative and continuance). The research question under discussion was: Does organizational career development positively impacts employee's organizational commitment? A self-reported questionnaire is used for data collection from 231 Teachers. Majority of respondents were from the age group of 31-40 years by 41 -50 years. This indicates that the mainly respondents were in their mid-careers.

Furthermore, significant positive relationship is found between OCD and each dimension of OC. Results showed that OCD explains 17% variance in Affective Commitment (AC), 27% variance in Continuance Commitment and 24% variance in Normative Commitment.

Relationship between independent and dependent variable



Overall result concludes that significant positive relationship between OCD and Organizational Commitment and its dimensions (Affective, Continuance, and Normative). From the results, it is asserted that that organizational career development plays significant part in enhancing organizational commitment. Literature supports this argument by providing a theoretical as well as practical basis. Researchers asserted that when an organization takes the responsibility of employee's career development, employees's organizational commitment improves (Paul and Anantharaman, 2004; Bambacas, 2010). Our results suggest that employee commitment to the organization could be improved when an organization facilitated its employees in career development.

Empirical evidence was given by Cha et al., (2009). They conducted a study on Korean Managers. They established that when organizations provide their employees with higher opportunities for career development and career orientation, then employees feel more emotionally attached (affective commitment) with the organization. Furthermore, positive relationship is found between OCD and normative commitment. Empirical evidence indicated that if an organization provided career development opportunities, employees may feel morally obligated to stay committed with the organization (Bambacas, 2010)

Researchers indicated that continuance commitment is the scarce research area. Aube' et al., (2007) also highlighted that continuance is less desirable for the organization as compared to the other forms of commitment, Bambacas (2010) in her study on managerial commitment focused only two dimensions of organizational commitment (affective and normative) and suggested that these two dimensions are usually considered valuable by any organization. Our study found that the OCD has a significant positive impact on continuance commitment. This is because organizational career development activities constraint employees' future activities, binding them to the organization. But this relationship is not much strong as organizational career development (OCD) explains only 27% of variance in Continuance Commitment.

Empirical evidence highlighted that level of an employees' continuance commitment rises when they are provided with those HRM practices which helps in their career development. It is investigated that Training is one of those HRM practices which helps in an employees' career development.

Conclusion

This research of our team enhanced the knowledge on career development and ultimately advanced the theoretical base of organizational career development and how it effects organizational commitment of the employees. These days, employees are more career conscious than ever. They expect that organization will take care of their personal growth and employee development. An organization that fail to provide its employees with their career development needs will be losing its valued employees. Career development by organizations may have a positive outcome for organizations such as commitment. However, organizations are required to be aware of organizational inducements and offerings that are valued by the employees. Hence, providing employees with valued offerings and opportunities plays a vital role in enhancing the commitment level of the employees. The findings of this study suggest that when an organization provides its employees with their career development, this helps in enhancing commitment level of its employees. Additionally, this study has provided potential practical implications. When an organization provides individuals and groups with their career development, this helps in enhancing levels of organizational commitment. Furthermore, it is implicated that these career management practices which are provided by the organization help in improving affective, normative as well as continuance commitment of the employees. Higher commitment levels could only be achieved when an organization take cares of individual's developmental career needs.

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