The Relationship between Career Self-Management and Different Dimensions of Employees’ Organizational Commitment

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ABSTRACT

The purpose of this research is to empirically investigate the relationship between career self-management and different dimensions of organizational commitment (affective, continuance and normative). To test the hypothesized relationships, sample size of 202 employees is drawn from private banking sector of Pakistan. Simple linear regression analysis is used to test the hypothesized relationships of the model. Findings of the authors study indicated that there is a positive relationship between career self-management and affective, continuance and normative commitment. This study gave away various potential practical implications. When an individual and group manage their career development, this helps in enhancing levels of organizational commitment. Higher commitment levels could only be achieved when an employee receives support by an organization in managing its own career.

Keywords: Career self-management, organizational commitment, affective commitment, normative commitment, continuance commitment, output, Banking Sector

1.0 INTRODUCTION

Literature to date has shown that organizational commitment has been extensively researched by both academicians and practitioners in last five decades. There are number of work related variables such as antecedents of climate (group attitudes, organizational dependability, and personal impact) and Exchanged-base variables included wage, job, security, union affiliation, tenure and type of organization etc have the potency to influence commitment level of the employees. Human workforce is considered the major assets of any organization and it is impossible to achieve an organizational goals and objectives without the better performance of its employees. Enhanced level of workforce commitment leads to various favorable organizational outcomes. Organizational commitment plays a significant role in high job performances and overall effectiveness of the employees (Meyer & Herscovitch, 2001) and it also helps in reduction of employee turnover and absenteeism (Mathis and Jackson, 2004; Newstorm, 2007).

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” which is defined as a ongoing process in which employees take the responsibility of their own development and monitoring and evaluation of one’s career goals (Lavalee & Campbell 1995). The core idea behind career self-management is to shift the responsibility of career development from organization to an employee. Career self-management is a growing trend which encourages individuals to take ownership of their own development.

Researches indicate that in the last decade, Investigations of career self-management, and its effect on employee attitudes towards the organization, has gained momentum but its relationship with organizational commitment has been overlooked. That is why this is still an under-researched area and still needs to be thoroughly explored to add knowledge to the research body. No study has been conducted to find out the direct impact of career self-management on the organizational commitment as a whole and on each of its dimension separately. That is why, this study aims to find out the relationship between career self-management and other dimensions of organizational commitment such as normative commitment and continuance commitment.

1.1 Research Question

This empirical study undertakes to investigate whether or not the career self-management positively impact employee’s organizational commitment and its other dimensions such as normative commitment, affective commitment and continuance commitment.
2.0 BACKGROUND

2.1 Three-Component Model of Organizational Commitment by Meyer & Allen

Because of the association and discrepancy in currently available uni-dimensional constructs of organizational commitment, Meyer & Allen (1991) 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).

Normative commitment is concerned with the societal norms up to the degree to which people should to stay committed to a particular organization. Employees with a strong normative commitment stay in the organization because they feel they have to stay.

Meyer & Allen (1991) explained that a connection between individuals and organizations is defined by these three approaches of commitment. It also helps in minimizing the likelihood of employee turnover. They named these approaches the components of commitment instead of types of commitment. Furthermore, individuals may encounter differing levels of these psychological states. Some of them may need to and feel obligated to stay but no desire to remain, whereas, others may neither feel obligated nor any need to stay but experience a desire to stay. The cumulative organizational commitment is the sum of each of these separable components.

2.2 Career Self-Management

Studies to date have indicated that career development is an ever evolving area in the field of management. The conceptualization of career has been dramatically changed because of socio-economic changes in the environment in the past decades. Researchers have focused on two different approaches of career management. The two extreme contrasting approaches towards career management were: Individual approach and organizational approach. Organization is responsible for control and command at one extreme. Hence, organizational strategies, policies and career practices are formed by the organization. Likewise, organizations are responsible for managing career of its employees. But on the other extreme, individuals are at the onus, they are responsible for developing their own careers. Researchers gave two approaches of career development: organizational career management and career self-management (Noe, 1996; Baruch, 2006; Bambacas, 2010). Career self-management has been defined as a three-stage process: 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. In this study, the researcher focused only on career self-management as it is growing trend of today’s organizations. So the focus of researcher is to find out the impact of career self-management on different dimensions of Organizational Commitment.
3.0 THEORETICAL FRAMEWORK

Bambacas (2010) proposed and found positive relationship between career self-management and two dimensions of organizational commitment (normative and affective). She collected data collected from 196 managers using a self-report questionnaire. Her findings indicated that career self-management is positively related with affective and normative commitment of an employee. She focused on two dimensions of commitment (affective and normative) because according to her, these two dimensions are considered valuable by the organization. Strujes et al., (2002) has investigated the impact of career self-management on affective commitment of graduates. They found out that when an individual assist individuals to manage their own career, it helps in enhancing the affective commitment of employee. As new graduates commence their careers and look to develop these, help from the organization is rewarded with affective commitment. In addition, although normative commitment and continuance commitment were not tested, this may also have been the result as assistance in career self-management may encourage feelings of repayment or obligation to stay and it would make the opportunity cost of leaving the organization even higher. In the light of the literature, following hypotheses are proposed:

**H1:** Career self-management will be positively related to affective commitment

**H2:** Career self-management will be positively related to continuance commitment

**H3:** Career self-management will be positively related to normative commitment

3.1 The Model:

![Figure 3.1: Schematic Diagram of the Proposed Relationship between career self-management and organization commitment](image)

3.2 RESEARCH METHODOLOGY

The researchers undertook correlational study in order to delineate the importance of career self-management in employee’s commitment to the organization. This study was carried out in the normal work environment with almost no researcher’s interference. The employees were the unit of analysis. The population of the study constituted of private bank employees of Islamabad and Rawalpindi. The study sample consisted of 202 employees of seven private banks of Islamabad and Rawalpindi.

3.3 Measures

Researchers adopted the instrument of Meyer & Allen (1998) Affective Commitment Scale (Reliability score: 0.660), Normative Commitment Scale (Reliability score: 0.640) and Continuance Commitment Scale (Reliability score: 0.638) to measure different dimensions of organization commitment. For the measurement of career self-management, instrument of Bambacas (2010) was adopted (Reliability score: 0.681).

4.0 ANALYSIS AND RESULTS

4.1 Descriptive Statistics

Following table shows means and standard deviations for independent variable (career self-management) and dependent variables (affective, normative and continuance commitment):

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective Commitment</td>
<td>202</td>
<td>3.01</td>
<td>.69</td>
</tr>
<tr>
<td>Continuance Commitment</td>
<td>202</td>
<td>3.34</td>
<td>.65</td>
</tr>
<tr>
<td>Normative Commitment</td>
<td>202</td>
<td>3.13</td>
<td>.68</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>202</td>
<td>3.16</td>
<td>.50</td>
</tr>
<tr>
<td>Career self-management</td>
<td>202</td>
<td>3.21</td>
<td>.73</td>
</tr>
</tbody>
</table>

4.2 Correlation Analysis

Following table shows correlation analysis shows the strength and direction of correlation between independent variables (career self-management) and dependent variables (affective commitment, continuance commitment)

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 AC</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 CC</td>
<td>1.40</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 NC</td>
<td>.54</td>
<td>.36</td>
<td>1.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 OC</td>
<td>.76</td>
<td>.65</td>
<td>.85</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>5 CSM</td>
<td>.53</td>
<td>.14</td>
<td>.56</td>
<td>.55</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**p< 0.01 (two-tailed)**

Note: CSM (Career self-management), OC (Organizational Commitment), AC (Affective Commitment), CC (Continuance Commitment), NC (Normative Commitment)
and normative commitment). CSM is also positively correlated to AC ($r = 0.53, p<0.01$) and CC ($r=0.14, p<0.05$). Hence, H1, H2, and H3 are proved which states a positive relationship between CSM and AC, CC and NC respectively.

### 4.3 Regression Analyses of Career self-management (CSM) and Affective, Continuance and Normative Commitment

Linear regression analysis was carried out on CSM (independent variable) and AC (dependent variable). Following table shows that the value of adjusted $R^2$ is 0.283 that depicts the linear regression relation between CSM (career self-management) and AC (Affective commitment). The regression model reveals that CSM explains 28.3% of variance in organizational commitment. There is general support for hypothesis H1 which states that there is a positive relationship between career self-management and affective commitment.

The regression model reveals that CSM explains 20% of variance in Continuance commitment. Hypothesis H2 was supported which indicates there is a positive relationship between career self-management and continuance commitment. The regression model reveals that CSM explains 31.3% of variance in organizational commitment. There is general support for hypothesis H3 which states that there is a positive relationship between career self-management and normative commitment.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R square</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC</td>
<td>.532</td>
<td>.283</td>
<td>.000</td>
</tr>
<tr>
<td>CC</td>
<td>.140</td>
<td>.020</td>
<td>.000</td>
</tr>
<tr>
<td>NC</td>
<td>.560</td>
<td>.313</td>
<td>.000</td>
</tr>
</tbody>
</table>

Predictor: (Constant) CSM Dependent Variable: AC,CC,NC

### 5.0 FINDING AND DISCUSSION:

Overall result concludes that significant positive relationship between CSM and Organizational Commitment and its dimensions (Affective, Continuance, and Normative commitment). From the results, it is asserted that that career self-management plays significant part in enhancing organizational commitment. Literature supports this argument by providing a theoretical as well as practical basis. Findings of this study indicate a positive relationship between career self-management and affective and normative commitment. Employees tend to show more levels of affective, continuance and normative commitment when they are provided with the opportunity to manage their own careers and when they are provided with the assistance in their career management and development. These finding are consistent with the pertaining literature, researchers asserted that opportunities to manage one’s career can result in improved levels of affective commitment (Sturges et al., 2000, 2002, 2005). Bambacas also indicated that there is a positive relationship between career self-management and affective, normative and continuance commitment (Bambacas et al., 2009; Bambacas 2010).

### REFERENCES


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