

# Commitment Leading Towards Success: A Study of Bank Employees of Pakistan

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## Abstract

*Talent competition is so high in today's work environment. Employees are also more concerned regarding those factors, that can bring success in their life. Hence, this article aims to create a linkage of commitment and career success amongst banking sector employees residing in Punjab, Pakistan. Employees (Managers and officers) of public sector banks were taken as a population from which the sample was selected using two-stage cluster sampling. Data was collected using a questionnaire, which was distributed among 240 bankers. The usable response received is from 130 respondents, making the response rate, 54 percent. Data was analyzed by using SPSS and STATISTICA 10.0v software. Through analysis, it is established that organizational commitment (OC) has a direct influence on career commitment (CC). Moreover, two indicators of career success (CS) i.e. a) objective CS and; b) subjective CS appeared as important consequences of career commitment. Therefore, this study generates an insight that commitment to the organization and with career, leads employees towards career success. This is a prerequisite in strengthening the belief of today's dynamic environment that both the employees and organizations are mutually responsible for achieving career success.*

**Keywords:** Career commitment, Organizational commitment, Career success (Objective and subjective), Banking sector, Pakistan.

**JEL Classification:** Z100

## 1. Introduction

Is success a matter of fate? Or is there any mechanism through which some people are found to be more successful during the life course than others in their careers? It is a topic of interest for both parties in an organization i.e. employees and employers. In today's dynamic environment, which is a result of rapid globalization and techno-structural changes in an organization's environment, the need to "sustain and flourish" becomes even greater.

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Therefore, in this competitive era, every organization is striving to gain excellence through inimitable resources. These inimitable resources include HR as an asset i.e. human resource (people) and neglect the view that explains HR as a cost (David & David, 2015). Moreover, strategic human resource considers employees as an asset for any kind of organization. Hence, this view is completed with the element of commitment; it is because employees can only be a strategic resource for any firm when they remain loyal and show the attitude of commitment towards their present institutions. So every organization tries to attract, select and retain the best assets for themselves by adopting new career strategies and in turn, employees try to adopt new behaviors which can lead them toward success in their career including both i.e. objective and subjective manners. Also; the importance of employee's commitment to develop a successful career is revealed due to the reality of shorter employment relationships nowadays. Furthermore, both constructs (i.e. organizational commitment-OC & career satisfaction-CS) were considered significant to be researched by many researchers over the years (Wickramasinghe & Jayaweera, 2010; Kang, Gatling, & Kim, 2015).

The banking sector was found to be most appropriate for this research. It is because, due to long working hours and pressure of work, banking employees of Pakistan experience a stressful environment (Ahmed & Ramzan, 2013). Moreover, bankers feel anxiety; emotional and mental stress as well due to which their commitment can downfall (Ahmed & Ramzan, 2013). Therefore, it important to investigate commitment to create awareness about the benefits that employees can get in the form of career success due to their increased commitment.

Goulet and Singh (2002) Also identified that more investigation is required to explain the mechanisms of commitment with the career of employees. Commitment to career is especially a hot topic of research according to researchers in the field of career management (Poon, 2004). With reference to existing literature, most of the studies focused on the factors such as job security and training, career views, career, self-efficacy, and work issues as predictors influencing employee career commitment, career success (Armstrong & Taylor, 2014). In the context of Pakistan, studies were conducted on service sectors like bank and insurance sector but, especially none of these studies concentrated on the employees' career commitment and career success in the banking sector (Pasha, Hamid , & Shahzad., 2017). Furthermore, from the viewpoint of Pakistan's banking sector as well as within academic circles, little remains known about the application and significance of hypothesized links between commitment to organization and career and its effect on the success of employees in their career (Mahmood et al., 2019). Therefore, this study is original because it provides a novel perspective that tests western ideas in the poorly understood developing context of Pakistan. Hence, this research is specially designed for bankers (officer level & managerial level) to explore their commitment level and then creating its link with their success.

### **1.1 Problem Statement**

Employers need to know the commitment level of their workers to develop strategies for their retention (Wikijob Team, 2021). It is because, an increased turnover is observed in the banking sector of Pakistan (Reina et al., 2018). The high employee turnover is due to several factors including abusive supervisor behavior, substandard working conditions, and lack of opportunities for growth and development (Saeed et al., 2014; Hassan & Jagirani, 2019). However, it is also evident that the banking industry has made a major contribution to the Pakistani economy over the years (Hassan & Jagirani, 2019). Therefore, it is an important industry for Pakistan and its issues regarding retention need to be under consideration. Furthermore, Fogarty (2013) observed a lot of career mobility among employees in the previous 18 months. Additionally, it can be seen that banking is an emerging sector that provides many opportunities to individuals in their selected careers. Now a day, a banker, might be an economist, computer operator, a human resources officer, a public relations expert, an electronic banking professional, an attorney, a loan officer, an accountant, a teller, an agricultural expert, or a sales representative, etc. (Fogarty, 2013). To conclude, an individual can have many options to be chosen in their career. Therefore, this mobility in a career requires a commitment to gain success in life. So the problem is formulated as follows: “Does Commitment leads towards career success among bankers in Pakistan?”

To evaluate the above-mentioned problem of the study, this research has an objective to determine the role of organizational commitment and career commitment for gaining objective and subjective career success among banking sector employees of Punjab, Pakistan. Whereas, few sub-objectives include:

- i. Finding the association of organizational commitment and career commitment among bankers
- ii. Finding the link between career commitment and career success including the dimension of objective (OCS) and subjective (SCS), among bankers.

## **2. Literature Review**

### **2.1 Organizational Commitment**

Commitment with the organization can be explained as, a) an attachment to the institution or the organization to which a person belongs and is recognized by his intent to be loyal with it; b) attachment with the institution’s goals and values, and; c) willingness for a great level of determination on its behalf (Porter et al., 1974). Moreover, it was found by Meyer and Allen (1991) that OC is comprised of three main themes including a) affective, b) continuance and; c) normative commitment and according to them, all employees have

different desires, requirements and commitment levels to stay with any organization (Meyer & Allen, 1991).

## 2.2 *Career Commitment*

According to Greenhaus, Callanan and Godshalk (2010), there are two views related to career. According to first view, career is seen as quality or property of an organization or occupation, where it is defined as a series of job positions occupied by any employee in organizational life. However, according to second view, career is seen as a quality or property of an individual, where he/she is responsible for pursuing a unique career (Greenhaus et al., 2010). However, commitment represents the “emotional and psychological ties of an employee with their current institution” (O’Reilly & Chatman, 1986). This psychological bond includes internalization, identification and compliance (Nehmeh, 2009). Hence, career commitment as a whole term explains the identification of linked jobs in a specified field during the life span (Aryee, 1992). According to Blau (2017), CC is defined as an individual’s attitude towards his/her vocation or profession. Moreover, Colarelli and Bishop (1990) described CC as, commitment and development of career goals.

## 2.3 *Career Success*

Another important construct of this study that is examined here is career success. It is defined as the “series of work experiences and its psychological effects that arise from one’s professional experiences” (Seibert & Crant, 1997). Whereas, career success (CS) is represented by a bundle of achievements that are derived from an individual’s work experience that can be either real or perceived (Judge et al., 1999). It includes work and psychological outcomes which are consequences of work-related practices and experiences (Seibert & Crant, 1997).

One component of CS is objective career success (OCS) that can be observed, measured, and can be checked through salary, status and promotions; while subjective career success (SCS) includes reactions of a person towards his career experiences (i.e. job satisfaction & career satisfaction) (Andrea & Abele, 2009). Many of the career researchers defined career success to be based on both intrinsic and extrinsic factors i.e. CS is to be explained in terms of objective & subjective success gained in one’s career (Judge et al., 1995; Nabi, 1999). According to Judge et al. (1995), objective career success which is referred to as extrinsic factors consists of the outcomes including, salary level and promotion etc. and therefore these are more objective in nature than intrinsic factors (i.e. SCS). Moreover, Judge et al. (1995) elaborated that OCS takes into account the third-person viewpoint, while subjective career success is about one’s own viewpoint of success (Nabi, 1999).

## 2.4 Hypothesis Development

Based on previous body of knowledge, following hypothesis are developed for this study:

### 2.4.1 Organizational Commitment and Career Commitment

It was supported by existing body of knowledge that, employees who are more committed, will be more involved in their jobs and can prove themselves as assets for their organization (Mohsan et al., 2013). Furthermore, commitment to an organization is directly associated with CC (Goulet & Singh, 2002; Mahmood et al., 2019). Aryee (1992) also pointed out in his research that OC acts as an antecedent of CC. Furthermore, Therefore, it is expected that;

*H1*: Increase in organizational commitment leads towards increases in the career commitment of employees working in banking sector

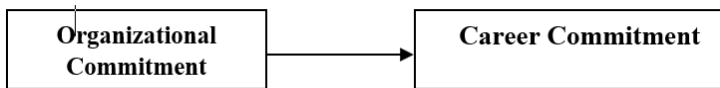


Figure 1: A Conceptual Framework (Model 1)

### 2.4.2 Career Commitment and Career Success

Although career success in terms of both dimensions i.e. objective (OCS) and subjective career success are positively related but these are distinct in nature empirically as can be seen by its diverse predictors and consequences (Ng et al., 2005). A study conducted by the Coast Guard Academy of U.S. explains that there is direct & positive relation between JS and CC (Laurel & Gouleta, 2002). To add more, another research concluded that career commitment of an employee strongly influences his career satisfaction especially at the stabilization stage (Aryee, Chay, & Chew, 1994). According to Kiesler (1971), there is a positive link between commitment with one's career and subjective CS i.e. a person who's to his/her career, experiences more positive feelings toward his/her career than those who have a lesser level of commitment. Whereas it was also found by Carson et al. (1999) that career commitment leads to career satisfaction for the medical librarians, in a study of "effect of career commitment and OC on work-related consequences". Moreover, the same results are revealed by Lee, Carswell, and Allen (2000) in their research that career commitment (meta-analytic) is positively related with career satisfaction. Another study which is conducted by Poon (2004) found that emotion perception moderately affects the relation of commitment to the career with success in their career. Poon (2004) also explains that if employees are committed to their career then it will give them benefit in the form of success gained objectively (in the

form of higher salary level). However, he also found that it did not create moderating effects between the career commitment and success gained subjectively (i.e. in the form of satisfying career). On the other hand, Ballout (2009) concluded that commitment to career can leads towards outcomes in the form of OCS i.e. increase in salary level as well as in the form of SCS i.e. increase in career satisfaction. Therefore, it is expected that;

*H2:* Increase in career commitment leads toward objective career success of employees working in banking sector.

*H3:* Increase in career commitment leads toward subjective career success of employees working in banking sector.

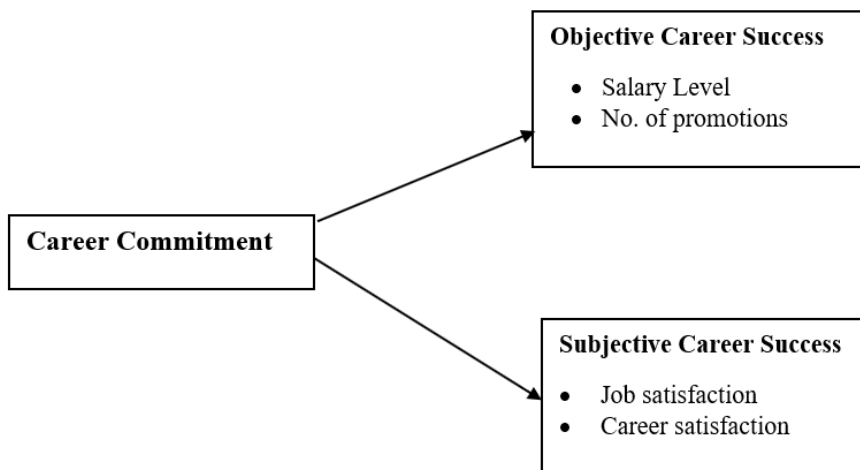


Figure 2: A Conceptual Framework (Model 2)

## 2.5 Theoretical Background

The broaden and build theory posited that positive emotions increase a person's well-being by building up physical, psychological and social resources (Fredrickson, 2004). Furthermore, this theory states that positive emotions build positive behaviors of employees. According to Scott and Bruce (1994), the mind state makes the environment of organization that resultantly makes the attitudes and behaviors of personals, which in turn can bring career success in the lifetime of employees (Singhal & Rastogi, 2018). Hence this theory explains the conceptual framework of this study, which posits the relationship of organizational commitment and commitment of bankers with their career, that ultimately brings success in their life time work experiences.

### **3. Methodology**

#### **3.1 *Research Approach***

To explain the knowledge claim, three schools of thought are available for guiding the design of whole study. These views include a) positivism, b) interpretivism, and; c) pragmatism. According to Creswell (2009), a suitable approach from these three approaches is totally dependent on the nature of problem under study. For example: if the problem is to find out or explore the causes of certain criterion or the purpose of study is to test theory and provide explanation, then positivism paradigm (quantitative approach) is most suitable. For this research, positivism approach was followed because the main aim of this article is to find out the antecedent and outcome of CC. Therefore, this research was carried out by using questionnaire for data collection and statistical analysis for drawing results (Creswell & Clark 2017).

#### **3.2 *Sample and Data***

Zikmund (2010) explained sampling as a process of selecting a sub-portion from a larger population as a representation of the whole targeted population, in order to draw conclusions about that. However, that concrete element which is to be observed for analyzing a whole phenomenon is represented as a sampling element; that is an individual for this study. The targeted Population included the personnel (managerial level + officer level) employed in public sector banks of Punjab, Pakistan. Targeted Public sector banks include 'National Bank of Pakistan (NBP) and Bank of Punjab (BOP)'. The process of sampling started, by dividing the targeted population of Punjab according to their geographical locations. That is, 9 divisions of Punjab were considered as clusters. As a result of SRS i.e. simple random sampling, Gujranwala division was selected. At second stage, the selected divisional cluster was further classified into 6 sub-clusters i.e. according to districts (see Figure 3). To take the representation from all these districts, equal number of branches i.e. 5 from each bank and from each district was selected randomly to be included in a sample. By collecting data from 4 employees per branch of each bank, total 240 employees were targeted.

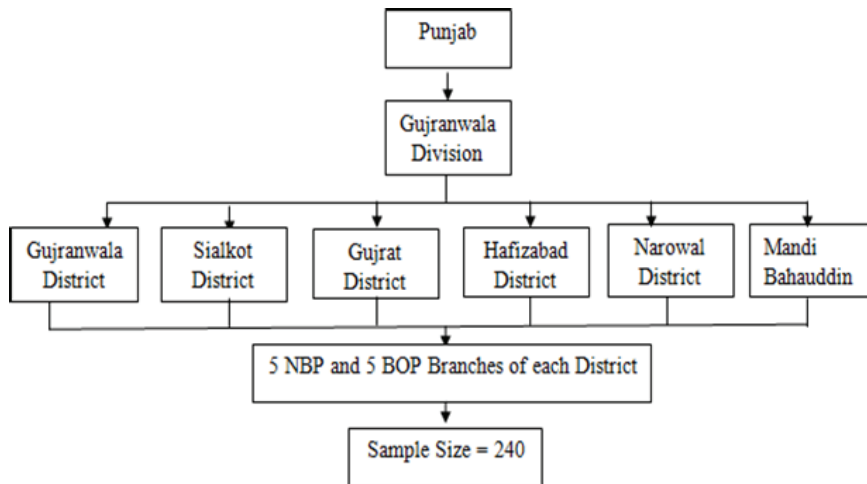


Figure 3 : Sample Design

Out of 240 questionnaires distributed 130 responses were received and the overall response rate remained 54%. The table 1 shows one hundred and two (102) of the 130 people who responded were male (78 Percent) and the rest of the respondents were females i.e. (28) of (130). 53 of 130 respondents (41 percent) did not get any promotion during their career, 74 respondents (57 Percent) were promoted for less than 5 times and only 3 of them (2 Percent) were promoted more than 5 times. 67 out of 130 respondents (51 Percent) got less than 30,000 salaries in a month, 27 of them (21 Percent) got more than 30,000 but below 50,000, 27 of them (21 percent) had more than 50,001 but less than 80,000 and only 9 respondents had a salary range of above 80,000.

Table 1  
*Data and Descriptive Statistics*

Gender	Male	102 (78 %)
	Female	28 (22 %)
Number of Promotions	None	53 (41 %)
	Less than 5	74 (57 %)
	More than 5	3 (2 %)
Salary in a Month	30,000 or less	67 (51 %)
	30,001-50,000	27 (21 %)
	50,001-80,000	27 (21 %)
	80,001 or above	9 (7 %)



### 3.3 *Measurement Instrument*

For this study, questionnaire was used as a data collection method. This questionnaire was distributed personally as well as through e-mails by creating its online form. Pretesting of questionnaire was done by filling it from 30 respondents from different branches of public sector banks operating in Gujrat. Measurements related to each variable is given below:

1. Organizational Commitment was measured through a questionnaire which Mowday, Porter, and Steers (1982) developed containing 15 items measured by using a seven-point scale ranging from 1- strongly disagree to 7- strongly agree.
2. Career Commitment was measured using 8 items adapted from Colarelli and Bishop's (1990) work. This 7 point-likert scale was also used by Chay and Bruvold (2003).
3. Objective Career Success was measured by using two variables i.e. salary level and some number of promotions. The salary level was measured by dividing salary into different ranges and asking people to indicate in which category they fall. However, promotion was measured by simply asking people about their number of promotions.
4. Subjective Career Success was measured by using two variables i.e. job satisfaction along with career satisfaction. Job diagnostic survey was adapted to measure job satisfaction developed by Hackman and Oldham (1980). Items were measured by using a seven-point scale ranging from strongly disagree to strongly agree. Career satisfaction was measured by a scale created by responses to two questions related to careers which were adopted from the work of Myrtle et al. (2011). First, respondents were to tell their satisfaction with the progression of their career on a 5-point Likert scale which ranged from very dissatisfied to very satisfied, and secondly, respondents were asked how would they assess their progression of career comparative to people with alike opportunities on 5 point Likert scale ranging from very much worse to very much better.

## 4. Results

### 4.1 *Common Method Bias Assessment*

Harman (1976) described a technique to check the common method variance in SPSS, named as single factor technique. Following this technique, all items were added to principle component matrix with no rotation. Results exhibited that single factor explained 31.91% of total variance of items, which was well below the threshold of 50%, which implies that there is a low chance of common method variance bias in data (Harman, 1976).

## 4.2 *Measurement Model*

### 4.2.1 *Reliability Test*

Reliability of data collected via questionnaires was ensured through Cronbach's Alpha technique. Cronbach's Alpha was estimated for each construct as well as at the collective level. Cronbach's Alpha for the all of variables is given in the following table 2:

Table 2  
*Reliability Statistics*

<b>Constructs</b>	<b>Cronbach's Alpha</b>
Career Commitment	0.78
Organizational Commitment	0.89
Objective career Success	0.85
Subjective career success	0.82
Whole Questionnaire	0.94

### 4.2.2 *Validity Analysis*

CFA is an analysis technique that testifies how strongly dimensions of concerned variables represent their corresponding construct as a whole. STATISTICA 10.0v was used for this. P-value is confirmed if it is less than 5 percent (i.e. sig. value less than 0.05). Through confirmatory factor analysis (CFA), variables (career commitment, organizational commitment, objective and subjective career success) were confirmed. All items which were confirmed through confirmatory factor analysis were included for analyzing the result of study. Whereas, four items of construct organizational commitment were not confirmed, and eliminated for further analysis.

## 4.3 *Structural Model*

### 4.3.1 *Goodness-of-fit*

Goodness of model fitness can be assessed through variety of fit indices. For this purpose, hypothesized model of this research study was evaluated on specified fit indices. The value of  $(\chi^2/d.f)$  is 2.16, GFI and AGFI indices are 0.894 and 0.842 respectively. RMSEA is 0.068. Hence, all of the fitness indices met the criteria of their recommended values

approximately. Therefore, hypothesized model (i.e. relationship of organizational commitment with career commitment leading towards objective and subjective career success) is acceptable.

Table 3  
*Goodness of Fit Indices for Structural Model*

Name of Index	Index Value	Threshold Value	Comment
DF	347	---	---
CMIN	2.16	≤3 good; <5 sometimes permissible	Excellent
GFI	0.894	≥0.9; >0.80 also acceptable	Good
AGFI	0.842	≥0.9; >0.80 also acceptable	Good
RMSEA	0.068	≤0.08	Good

#### 4.3.2 Hypotheses Verification

The model given below summarizes the relationship of organizational commitment as an antecedent of CC and outcomes (objective & subjective career success) derived from career commitment. All variables showed noteworthy relationships with career commitment.

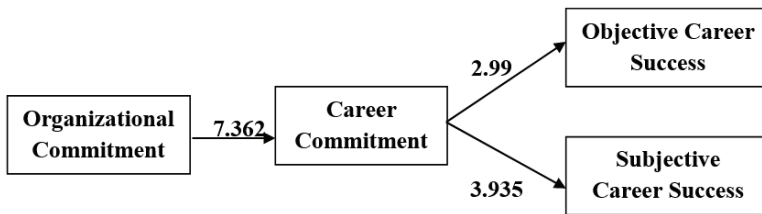


Figure 4: A Path diagram of final model

H1 anticipated positive relation of organizational commitment to career commitment. T-value (7.362) indicates a significant association between these variables while correlation (.641\*\*) among these two variables show highly positive relation between these, suggesting the support for H1. H2 and H3 were also proved; as T-value derived through Structure equation model shows a significant association of career commitment with OCS (2.99) and with SCS (3.935). Correlation analysis indicated a significant association of CC with OCS (.277\*\*) and with SCS (.520\*\*), suggesting the support for both hypotheses H2 and H3. The correlation table is given in table 4.

Table 4  
*Correlations*

Variables	1	2	2	4
OC	-----			
CC	.641**	-----		
OCS	.373**	.277**	-----	
SCS	.674**	.520**	.323**	----

*Note.* OC= organizational commitment; CC= career commitment; OCS= objective career success; SCS = subjective career success. N=130. Pearson's correlation is used.

\*\*p< 0.01

## 5. Conclusion

This study is important because it can be used to improve the commitment level of workers in any business by making an organization aware of those aspects of organizational life which can influence the level of commitment, this can ultimately yield the outcome in the form of success that employees can gain in their careers. Also understanding the factors which can affect career success is important, as it is necessary to keep employees competent and motivated for their work. This study has shown that career commitment is predicted by organization commitment, consistent with the conclusions derived by Goulet and Singh (2002) and Aryee (1992) and in turn career commitment predicts the OCS including both the number of promotions and salary level. Career commitment also predicted SCS including job and career satisfaction. Results of this research find its support from the research work of Poon (2004) and Ballout (2009), which state that people achieve more success in their careers, both objectively and subjectively, only if they are more committed to their career.

### 5.1 *Implications of the Study*

This study also gives input to the managers of the organization that how they can measure career success of their employees. Also, if organizations (e.g. banks) want that their employees to achieve objective and subjective success in their careers then consideration must be towards increasing their commitment with their present institution, in addition to developing and enhancing their commitment with career. Moreover, this study enhances the understanding of the employers, especially in Pakistan, about career commitment which itself is an explanation about the achievement of better career outcomes by their employees. As this research testifies the more employees will be committed to their careers, they will achieve higher success in their careers. Also, by studying the degree of influence of an organization on the career commitment of employees and how this commitment to career influences

employee's career success, strengthen the belief in today's dynamic environment that both the employees and organizations are mutually responsible for achieving career success.

## 5.2 *Limitations and Future Studies*

Some of the problems that were faced included vague survey responses because of personal problems of the correspondents. Data received also included incomplete responses from the respondents which might be due to lack of time. The research was conducted only on bankers working within one division of Punjab, so this restricted the research results to be generalized for one division only. In this research, the mediating variables are not examined that could show interference in the relationship of career success and career commitment; also some of the other antecedents of career commitment are neglected in this study which gives an opportunity for future research. It would also be an exciting opportunity for the researchers to examine the performance and motivational mechanisms for the explanation of CC effect on career success. Moreover, due to its cross-sectional nature, this study provides an opportunity to future researchers to conduct this study in longitudinal study design because the field is emerging and developing continually. To conclude, apart from its limitations, this study still gives its input towards the literature relating to the career commitment of the employees and their objective and subjective career success.

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