IMPACT OF CAREER VALUES, PERCEIVED ORGANIZATIONAL SUPPORT ON CAREER SATISFACTION OF EMPLOYEES IN UNIVERSITY OF GUJRAT, PAKISTAN

Muhammad Abdul Majid
Lecturer, Department of Management Sciences
Email ID: abdul.majid@uog.edu.pk
Dr. Yasir Aftab Farooqi
Assistant professor, Department of Management Sciences
Email ID: Yasir.aftab@uog.edu.pk
Dr. Atteeq Ur Rahman (Corresponding Author)
Lecturer, Department of Management Sciences, University of Kamalia
Email ID: arahman@ukm.edu.pk

ABSTRACT

The study focused on examining the relationship between career values, perceived organizational support, and career satisfaction among employees at the University of Gujrat. Grade 17 and above employees, from both academic and administrative staff, were selected as the target population. A sample of 230 respondents was chosen, and data were collected using a five-point Likert scale questionnaire. Regression and correlation analyses revealed that employees' career satisfaction significantly depended on the perceived organizational support provided by their parent organization. The study also acknowledged certain limitations, and future recommendations were proposed based on the findings.
Key Words: career values, perceived organizational support, career satisfaction

INTRODUCTION:

Career success is considered as a more critical factor in an individual growth in organizations. Various researchers have tried to find various factors attached with employees and specifically to their careers. As we all know that career satisfaction and advancement in the career is linked to the lifelong efforts and commitments from individuals. This is also very critical that only employee is not solely responsible for career management, employer is also equally responsible in that process.

According to Seibert and Kraimer, (2001) Career success is described as the psychological outcomes and accumulated constructive effort which is a result of work experiences of an individual. Quantity and quality of life of individuals and their career success is being improved by the continuous efforts of an individual's work experiences. Organizational success is closely linked to the success of individual careers. This depends not only on what the growing number of knowledge workers already know, but also on how quickly they can learn and share their knowledge. Knowledge sharing and continuous learning are strongly related to individual career success. Career success, however, is not only associated with knowledge workers but is also closely connected to the organizations in which individuals are employed. Research has shown that employees with higher levels of career success tend to feel happier and more satisfied. They are regarded as the most successful individuals within the organization and are more focused on their core concerns of career growth and advancement.

This study investigates the association of career values, career success, and organizational support. Past literature has identified that career success is largely influenced by the values employees hold with regard to their career development and career advancement. In this sense, this study will explore to what degree career values lead to employees' career success, while also examining the role of perceived organizational support on these variables.

STATEMENT OF THE PROBLEM

There has been a strong impact of career values, Perceived Organizational Support (POS) on career success. But a little work has been done in Pakistan to check the relationship between these variables. Sometimes in our situations much of the focus is not paid on the influence and importance of these variables and that is why lesser work is performed. Career satisfaction and success is not discussed in detail and in most of the cases career of the individuals is not properly planned and even not properly guided by the managers and organizations. That is the major problem area which is to e discussed in this article in detail.

OBJECTIVES OF STUDY

Every study has certain purposes and objectives. As far as this paper is concerned, this is focusing on different concepts relating to career management. This paper aims to check the importance of certain career values like self-achievement, hygienic factor and prestige factor on the success of individuals' career. As we all know that career success is directly related to the support given by the managers and organizations alike. So the next main impact of this study is to find the relationship between perceived organizational support (POS) and career success.

SIGNIFICANCE OF THE STUDY

This study will definitely help in formulating various strategies for better career management and progression in career both at individual and organizational level. Employees will be in a better position to understand various values which play a vital role in their career success. They can have abundant knowledge pertaining to their satisfaction and success in career and will be looking for organizations to support them throughout their career.

At organizational level, top managers will also be at ease in establishing efficient career paths for their core employees and would manage their careers in a better way. If the organization is providing suitable environment and support to their employees, satisfaction level will be increased and individuals will be getting success in their career. So overall it can be stated that the study will play a significant role for both employees and employers.

Research Questions

There are certain questions of this study and are given as follows:

Q1: Are Career values related to career satisfaction of individuals?

Q2: Is there any impact of Perceived Organizational Support (POS)on career satisfaction of individuals?

LITERATURE REVIEW

Career Satisfaction

A career of a person is defined as a continuous process of work activities that are equally important for the individual as well as for the organization. According to Jaskolka at el. 1985, and Eby. At el. 2005 career success of individuals is further classified in subjective and objective elements of progress and accomplishment through entire life of the individual career. It was stated that it has two components i.e. extrinsic and intrinsic. Extrinsic components are more related to objective elements of career success and they are observable while the intrinsic part is linked with subjective elements of career success and is not visible all the time. Intrinsic success

is defined as subjective reactions of individuals towards career, and is mostly equipped as career satisfaction (Gattiker at el, 1990 and Judge at el., 1995).

Judge et al. (1995) noted that career success overlaps with the judgment or evaluative element of an event or outcome, indicating the need for explicit criteria used to define the meaning of the success. Someone or something needs to have evaluated the success as favorable, since all evaluations are personal and might be conducted by a person or an entity. When evaluations are performed by another person, it is implied that the evaluative criteria were objective. Career success is comprehensively viewed as either real or perceived accomplishments derived from a person's work activities and experiences throughout that person's career. A considerable amount of research explored the psychological and contextual factors associated with career success. For example, Thomas and Daniel (2010) conducted an examination on mediators of career success, and reported education and work experiences to be mediating factors that influenced objective facets of career success, such as salary and promotion. Similarly, Judge et al. (1995) performed a study which distinguished between extrinsic and intrinsic career success, and that demographic, human capital, and motivation variables each exert significant effects on the career outcomes of individuals.

Career Values and Career Satisfaction

Chen Yu (2011) emphasized that values are different from needs. Work values refer to what people wish to get from their work in general, while needs refer to requirements that, once provided for, will have a direct effect on job satisfaction, and are separate from the value of the reward related to the job. It is also noted by some research that work values produce an independent effect for job satisfaction, but that effect varies in strength and could be negative effects depending on how people prioritize and look at the various rewards. Robinson and Betz (2003) recognized four underlying consistent dimensions of work values: Environment, Excitement, Esteem, and Safety. Kalleberg (1977) defined work values similarly and recognized work values as general attitudes about the value that individuals ascribe to their work role; in a sense, the value attributed to various aspects of their jobs and their work orientation.

A substantial body of research has confirmed the link between work values and job satisfaction. Kalleberg (1977), for example, showed that work values had independent and self-determined effects for job satisfaction. Watson and Meiksins (1991), also found that characteristics of the work were still strong predictors of job satisfaction for engineers, and the degree of challenge and intrinsic curious interest were the strongest predictors.

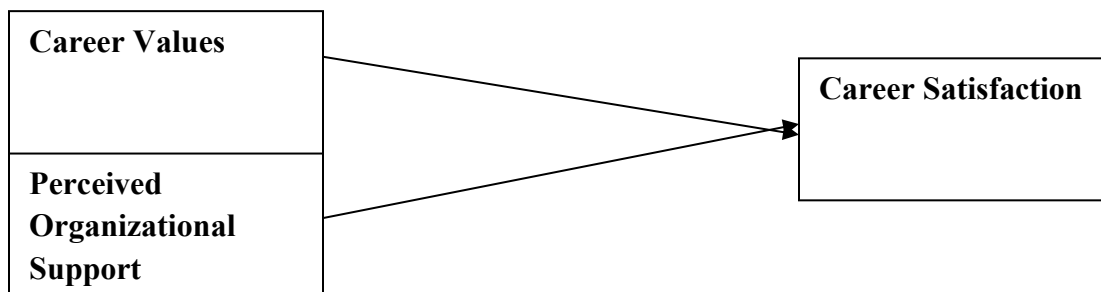## Perceived Organizational Support and Career Satisfaction

A number of researchers have emphasized the role of organizational support in attitude toward work and career satisfaction. Expanding on this idea, this article intends to evaluate the role of perceived organizational support (POS) as a determinant of knowledge employees' career satisfaction. Organizational support is derived from how organizations treat employees so that it will shape how employees interpret the organization's motives (Eisenberger et al., 1986). POS is generally defined as "Employees' beliefs about the extent to which their organization values their contributions and cares about their well-being" (Seibert et al., 1999). Wherein previous studies have shown a consistent, positive relationship between POS and job satisfaction, job performance, affective commitment, and lowered turnover intention (Hochwarter et al., 2003). Additionally, Shore and Wayne (1993) argued that the greater the POS the more emotionally connected the employees become to the organization, which creates a greater sense of responsibility to the organization. Supportive organizations usually implement fair compensation practices, recognize the contribution of employees, and make efforts to satisfy employees' basic

needs. Investments in employee welfare and well-being are sustainable and mutually advantageous over the long run (Marjorie et al., 1999).

A meta-analysis by Riggle, Edmondson, and Hansen (2009) consolidated two decades of research and found evidence that prospective supervisors (POS) significantly affected four major employee outcomes: organizational commitment, performance, job satisfaction, and turnover intentions. Likewise, Kwak et al. (2010) illustrated a correlation analysis that showed a direct relationship between POS, job satisfaction, and burnout. Additionally, DeConinck (2010) identified POS as a mediator between organizational justice and organizational trust, specifically procedural justice. POS is also important because it depends on supervisors who are high in POS. Supervisory supportive behavior supports employees' willingness to engage in developmental activities, which are important for performance and long-term career development (Wayne et al., 1996).

Supervisory support has also been directly linked to an employee's career satisfaction. In their study, Greenhaus et al. (1990) identify how supervisors can utilize guidance, information, challenging assignments, and learning opportunities to provide employees with updated prospects for fostering advancement and promotion opportunity. Their study demonstrates a significant positive relationship between supervisory support and career satisfaction. In the same line of research Barnett and Bradley (2007) confirm the strong ties between organizational support and career development opportunity and employee career satisfaction. Together, these findings support the argument that organizational and supervisory support can serve as a strong foundation for encouraging career satisfaction and fostering an employee's long-term development.

THEORETICAL FRAMEWORK:

HYPOTHESIS

H1: Career values will be positively related to career satisfaction.

H2: There will be a positive relationship between perceived organizational support and career satisfaction.

METHODOLOGY

Research paradigm

It is very important for every research study from the paradigmatic context to highlight specific research approach to which its belongs which also necessary for the interpretation of research process and research design, Mouton Marais(2009).This research study was approached from positivistic research paradigm that makes the use of quantitative research model is possible for this research study on the base of data deduction research process which collected through the different researchers belief to relate with the specific research problems and research goals.

The quantitative research model which is specified for this research study through positivistic research paradigm measured through the various research design and approaches. The research

approach for this research study is highlighted through this research paradigm is described as descriptive cross sectional survey, the primary data is used as the research source for this research approach which is collected through the research questionnaires also measured with the help of the various statistical procedures that measured the conceptual framework on the perfect development of the hypothesis.

POPULATION:

Targeted population for conducting this specific study will be teaching faculty and administrative staff of University of Gujrat, Pakistan. This population has been selected for checking the relationship between career values, perceived organizational support and career satisfaction.

SAMPLING DESIGN:

There are different techniques in designing the sample from targeted population. However for this study Simple random sampling technique is used as a sampling design. Targeted respondents in this study are the grade 17 and above staff members of the University of Gujrat which includes both teaching and administrative staff. Out of 500 gazetted employees of the university. A sample size of 230is chosen at random by using Yamane's formula (1967) which is as given below:

Yamane formula

A 95% confidence level and P = .5 are assumed data.

$n=N/1+N (e)^2$

$n= 500/1+500(0.05)^2$

n=223 sample size

DATA COLLECTION METHODS:

There are different techniques used for data collection and every method depends on the situation of the study and population. So for this particular study questionnaire method is used for data collection. This technique is used because this is most appropriate toll for data gathering from respondents. Questionnaire is categorized on five point likert scale ranging from strongly disagree to strongly agree.

RESULTS AND DISCUSSIONS:

In this cross sectional survey a total of 198 participant were included in which there were 137 (69.2%) males and 61 (30.8%) were females (Table 1), who were interviewed regarding their career value, perceived organizational support and Career Satisfaction. The main bulk 157 (79.3%) of the respondent was from the age group of 25 to 35 years followed by 35 (17.7%) in age interval of 35 to 45 years and 6 (3 %) were from the age group of 45 to 55 years as given in table 2. The distribution of qualification of respondents show that majority of the respondents had masters degree followed by 79 (39.9 %) had M. Phil degree and only 9 (4.5%) had Ph. D degree as given in table 3. According to the nature of the job 157 (79.3 %) respondents had academic jobs and 41 (20.7%) had administrative job as distributed in table 4.

The distribution of designation of the respondents reveals that there were 69 (46.0%) lecturer, 38 (25.3%) associate lecturers and 41 (27.3%) respondents had administrative jobs. The information for 48 (24.2 %) respondents regarding their job status was missing as given in table 5. The average career values mean score was 3.4163 with a standard deviation of 0.62841 with minimum value of 2 and maximum value of 5. The Perceived Organizational Support mean score had a mean value of 3.2497 with SD of 0.59079 and similarly the mean value for career satisfaction mean score was found out to be 3.3648 with a standard deviation of 0.7734 as given in table 6.

The comparison of career satisfaction with respect to gender shows that there was no significant relationship (p-value > 0.05) between career satisfaction and gender, its average value was almost same in both genders as given in table 7. According to the results of analysis it can be seen that there was no significant (p-value > 0.05) difference in mean values of career satisfaction mean scores. The average values of career satisfaction mean score was high (3.6042±0.7133) in older group of 45 to 55 years followed by 3.3598±0.7586 in younger age group of 25 to 35 years as elaborated in table 8.

Results show that there was no significant (p-value > 0.05) difference in average values of different educational levels. Highest satisfaction level (3.4734±0.7261) was observed in master degree holder respondents followed by Ph. D respondents in which it was recorded 3.2917±0.6614 and in M. Phil students it was recorded 3.2247 with standard deviation of 0.83551 as given in table 9. The comparison shows that there was no statistically significant (p-value > 0.05) difference between academic and administrative job holders (3.3301±0.7639 vs. 3.4970±0.80404) respectively as given in table 10. From the results although it can be seen that associate lecturer (3.5473 ± 0.7183) were more satisfied based on career satisfaction mean score followed by administrative job holder (3.4939 ± 0.8076) and lecturer (3.2264 ± 0.8422), but this difference was not statistically significant (p-value > 0.05) as elaborated in detail in table 11.According to results of the co-relational analysis of career satisfaction with career values and perceived organizational support, it was found that career satisfaction was significantly (p-value < 0.05) correlated with perceived organizational support mean score with correlation coefficient of (r=0.50). Similarly results reveal that there was no significant (p-value > 0.05) correlation between career values and career satisfaction as elaborated in table 12.

RESEARCH FINDINGS AND CONCLUSION:

After complete analysis it was observed that career satisfaction of employees in University of Gujrat is highly dependent on Perceived organizational support from management. Regression and correlation tests states that there is relationship between these variables and they are interlinked with each other. So for university management it is recommended that they should fully support their employees either morally or financially. If the perception of employees is stronger about the support from their organizations, they will be more satisfied and could easily progress in their careers.

FUTURE RECOMMENDATIONS AND LIMITATIONS:

There is difference between academic and administrative nature of the employees in University of Gujrat. Teaching and administrative staff should focus on improving their career and advance themselves in career growth. But that is also the core responsibility of the management to properly manage career related issues to their employees and should provide proper working environment and support. This recommendation for management and staff will surely result in better results for the university and satisfaction level of the employees will be improved.

Every study has some limitations and a researcher cannot cover those due to various reasons. So some of the limitations of this study are given below:

- Time restrictions
- Improper response of the respondents
- Limited variables (relationships may be checked by adding more variables for future study like organizational commitment, career exploration both at individual and organizational level etc.)

- Only one industry was chosen. The researchers can conduct this study in different universities or different sectors at a time to better check the generalizability of the findings.
- Cultural issues in the region may be a major factor in limitations of this study

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Appendix A
Table 1: Gender

		N	%age	CP
Valid	Male	137	69.2	69.2
	Female	61	30.8	100.0
	Total	198	100.0	

Table 2: Age

		N	%age	CP
Valid	25-35	157	79.3	79.3
	35-45	35	17.7	97.0
	45-55	6	3.0	100.0
	Total	198	100.0	

Table 3: Qualification

		N	%age	VP	CP
Valid	Masters	109	55.1	55.3	55.3
	M.Phil	79	39.9	40.1	95.4
	PHD	9	4.5	4.6	100.0
	Total	197	99.5	100.0	
Missing	System	1	.5		
Total		198	100.0		

Table 4: Nature of the job

		N	%age	CP
Valid	Academic	157	79.3	79.3
	Administrative	41	20.7	100.0
	Total	198	100.0	

Table 5: Designations

		N	%age	VP	CP
Valid	Lecturer	69	34.8	46.0	46.0
	Ass.Prof	2	1.0	1.3	47.3
	Asoc.Lec	38	19.2	25.3	72.7
	Admin	41	20.7	27.3	100.0
	Total	150	75.8	100.0	
Missing	System	48	24.2		
Total		198	100.0		

Table 6: Descriptive statistics for Mean Scores of career value, perceived organizational support and career satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation
Career values mean score	196	2.00	5.00	3.4163	.62841
Perceived Organizational Support mean score	197	1.12	4.38	3.2497	.59079
Career Satisfaction mean score	197	1.00	5.00	3.3648	.77338

Table 7: Comparison of Career satisfaction between male and female

	Gender of the respondent	N	Mean	Std. Deviation	Std. Error Mean
Career Satisfaction mean score	Male	136	3.4320	.72678	.06232
	Female	61	3.2152	.85578	.10957

$$t\text{-}value = 1.830$$
$$df = 195$$
$$P\text{-}value = 0.069$$

Table 8: Comparison of career satisfaction mean score with respect to age groups

Age groups	N	Mean	Std. Dev	Std. Error	P-value
25-35	156	3.3598	.75860	.06074	
35-45	35	3.3464	.85968	.14531	
45-55	6	3.6042	.71334	.29122	0.742
Total	197	3.3648	.77338	.05510	

Table 9: Comparison of career satisfaction mean score with respect to education status of respondent

Education	N	Mean	Std. Deviation	Std. Error	P-value
Masters	108	3.4734	.72607	.06987	
M.Phil	79	3.2247	.83551	.09400	
PHD	9	3.2917	.66144	.22048	0.091
Total	196	3.3648	.77536	.05538	

Table 10: Comparison of career satisfaction mean score between academic and administrative job

	Nature of the job of the respondent	N	Mean	Std. Deviation	Std. Error Mean
Career Satisfaction mean score	Academic	156	3.3301	.76398	.06117
	Administrative	41	3.4970	.80404	.12557

$$t\text{-}value = \quad -1.231$$
$$df = 195$$
$$P\text{-}value = 0.220$$

Table 11: Comparison of career satisfaction mean score with respect to job nature of the respondent

	N	Mean	Std. Deviation	Std. Error	P-value
Lecturer	69	3.2264	.84216	.10138	
Ass.prof	2	3.0625	.44194	.31250	
Asoc.lec	37	3.5473	.71828	.11808	0.157
Admin	41	3.4939	.80765	.12613	
Total	149	3.3775	.80741	.06615	

Table 12: Correlation of career values, perceived organization support and career satisfaction

		Career values mean score	Perceived Organizational Support mean score	Career Satisfaction mean score
Career values mean score	Pearson Correlation	1	.132	.079
	Sig. (2-tailed)		.065	.272
	N	196	195	195
Perceived Organizational Support mean score	Pearson Correlation		1	.500**
	Sig. (2-tailed)			.000
	N		197	197
Career Satisfaction mean score	Pearson Correlation			1

Sig. (2-tailed)			
N			197

**. Correlation is significant at the 0.01 level (2-tailed).