EMPLOYEE PERCEPTION OF CAREER DEVELOPMENT AND ORGANIZATIONAL COMMITMENT:
MEDIATING ROLE OF EMPLOYEE JOB SATISFACTION

(Case of contractual employees FATA Secretariat, Peshawar)

By

Bakht Ayaz

NATIONALUNIVERSITY OF MODERN LANGUAGES
ISLAMABAD

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THESIS AND DEFENSE APPROVAL FORM

The undersigned certify that they have read the following thesis, examined the defense, are satisfied with the overall exam performance, and recommend the thesis to the Faculty of Management Sciences

Thesis Title: <u>Employee Perception of Career Development and Organizational Commitment Mediating role of Employee Job Satisfaction</u>

Submitted By: <u>Bakht Ayaz</u>   **Registration #: <u>220/MSBA/PSC/F16</u>**

<u>Master of Science in Business Administration</u>

<u>Management Sciences</u>_____

<u>Dr. Amir Ishaque</u>   _____
  Name of Supervisor   Signature of Supervisor

<u>Prof. Dr. Naveed Akhter</u>   _____
  Name of Dean (MS)   Signature of Dean (MS)

<u>Brig. Muhammad Ibrahim</u>   _____
  Name of Director General   Signature of Director General

_____
Date

CANDIDATE DECLARATION FORM

I **Bakht Ayaz**

Son of Mir Daraz

Registration No: 220/MSBA/PSC/F16

Discipline Management Sciences

Candidate of Master of Science in Business Administration at the National University of Modern languages do hereby declare that the thesis **Employee perception of Career Development and Organizational Commitment, Mediating Role of Employee Job Satisfaction** submitted by me in partial fulfillment of MS degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

I also understand that if evidence of plagiarism is found in my dissertation at any stage, even after the award of a degree, the work may be cancelled and the degree revoked.

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THESIS SUBMISSION APPROVAL FORM

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Submitted by: **Bakht Ayaz**

Registration No: 220/MSBA/PSC/F16

Discipline: Management Sciences (HRM)

Candidate for the degree of: Master of Science in Business Administration

This thesis has been read by me and has been found to be satisfactory regarding content, English usage, format, citations, bibliographic style, and consistency, and thus fulfils the qualitative requirements of this study. It is ready for submission to the Faculty of Advanced Integrated Studies and Research for internal and external evaluation.

Supervisor: Dr. Amir Ishaque   _____

Signature

Date:

DEDICATION

I dedicate this research to my parents and specially to my father who is a real source of motivation and inspiration to me , not because he is my father rather because of his conduct , honesty, dedication towards his profession and way of living . No doubt due to special blessing of ALLAH and prayers of my parents today I am able to complete this study.

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Thank you all very much!

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ABSTRACT

In today tough competitive environment between organizations all over the world, the employee career development is considers as the most important issue for the employer to compete with other organizations in the long run, and this issue cause base for the employee turnover and less intention toward job satisfaction and commitment. Therefore in this study career development play an important role to bring increase in job satisfaction and commitment of the employee. Considering, this vital issue in mind, the researcher in this study focus to investigate the impact of career development on organizational commitment, using job satisfaction as a mediator between these two variables. Target population for this study was all contractual employees working in FATA Secretariat and various tribal districts. Questionnaires were distributed in the respondent (Contractual employees working inside Fata Secretariat Peshawar) for the collection of data. A total 300 questionnaires were distributed in the respondents in which 276 were recollected with high positive response rate from the respondents. The collected questionnaires were put in the SPSS 21 software for the analysis. The finding of the study shows that there present positive and significant relation between the employee career development, organizational commitment and job satisfaction. The job satisfaction of the employee has positive impact on the organizational commitment. The finding also reported that job satisfaction has a partial mediating effect between the employee career development and organizational commitment. This research study was cross sectional type due to time limitation, and other researcher in future case use longitudinal type. This research was limited to Fata Secretariat Peshawar only and other researcher can use it in other organization as well to work further on it.

Key variables: Career development, Job satisfaction and Organizational commitment

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By

BAKHT AYAZ

Roll No. PC-MSBA-243

Supervised By

Dr. AMIR ISHAQUE

NATIONAL UNIVERSITY OF MODERN LANGUAGES

ISLAMABAD

CHAPTER 1

INTRODUCTION

1.1 **Background**

In today tough competition between the organizations all over the world, Human Resource is the life blood of any organization. Without competitive Human Resource Power, organization will lead to low profit and will face problems to compete with other organization. As the human being without blood can't live, similarly organization can't survive without human resource. In this competitive world, an organization not only need human resource but it demands highly skilled, hardworking, and professional employees to compete with other organizations in the market. The progress and development of any organization is due to the competitive and talented employees to perform well in the competitive market with other organization. In today technological world the organization need modern technology to perform and increase the production in limited time and resources. The organization not only need these modern technologies but also need those employees who are able to operate these modern technologies. So, therefore all organizations try to attract well-qualified, efficient and skillful employees. The employee needs to satisfy their need and want to work efficiently. To fulfill the organization need it is necessary to fulfill the individual need firstly(Lingham, 2000).

To increase the employees desired skills and abilities to do well on the job, need effective employee development program that also affect the motivation of employee as well as commitment to retain most prominent employee in the organization(Meyer & Allen, 1991).

Organizations need to provide best career development opportunities for employees to make them satisfied to perform their activities in accordance with 0rganizational aims and targets. If best career opportunities are provided to the employee in the organization then the employees will work with full effort and energy and employees will have less intention to leave the 0rganization for long time. So the employee and organization both will get their own advantage, because employee purpose will be the developments of his/her own career and organization will achieve its target on time, according to the demand of the society.

The best organizations identify the rewards associated with being an active partner in handling employees' career progress and in addressing their work–life needs (Clarke, 2013).In today's modern age not only, maximum salaries and high designation will satisfy employee in the organization but there are also some other factors that's are must for the satisfaction and engagement of employee are employee career development programs(Shelton, 2001).Many modern career theories have highlighted individual obligation for career development, stress inter organizational movement as the primary mechanism for attaining career objective and goal (Hall & Mirvis, 1996).

Financial and social variations in the US have participated to the progress of career tracks and perceptions on career development. Facing with very tough competition all over the world, organizations have become leaner and flatter with some hierarchical levels(Hall & Mirvis, 1996). Rather than ascending upward movement through a straight paths within a single organization, now a day few of the employee use to follow multidirectional career paths across different organizations to realize the objective of upgrades and pay increases and also to realize the subjective career success (Arthur, Khapova, & Wilderom, 2005).Every organization will try to get maximum profit ,cost-effectively i.e., with having less resources and low cost. This will

occur due to talented staff only because if the organization staff is not competitive, it will be facing high cost and time loss. So talented staff remain more associated with the organization, if there are career development opportunities for them. The reason is that every organization demands maximum profit from the available staff. Similarly every employee percept it's well developed career opportunities in the organization.

The Organizations will provide time, other benefits to the employees and funds according to their desired need and requirement; help them for their objective and use knowledge, talent and capabilities of every member to achieve the goals and objective of the organization. Employee think for career development all the time because there is very much competition in finding job. From the job advertisement the candidate starts thinking about career, if there are career development opportunities the employee will take interest to apply and try to select him or herself in this organization otherwise he will not take an interest in applying for that job. The employee in the current organization will searching for the new job always when there are no opportunities for his career, contrary to this if there are good opportunities for career development then employee will not take interest to search for the next job because he found his parent organization sufficient for his career, and the employee will give much of his attention and energy to perform for that organization from where he earns. There is a competition between public and private side organization with regard to career development and the public organization is going ahead the private organization (West & Berman, 1993).

Each and every organization will try to attract talented employee at any cost and will try to maintain its own talented staff for the development of the organization. So now it becomes clear that the development of employee will lead to the development of the organization. For this purpose, a good manager will try to provide career opportunities for the development of

employee to develop his organization in the demographic market place. Now from the above study it became clear that the development of Career affect the organization development, because with the development of career program the employee job satisfaction will occur and if the employee job satisfaction occur the employee commitment will occur with the organization and as a result the organization will go ahead from those organization whose employees are less satisfied with the opportunities of career development provided to the employee of the organization and it will lead to dissatisfaction in the job and will show low commitment with the organization.

1.2 **Problem Statement:**

Researcher found that there are no opportunities for career development for contract employees working in different projects under FATA Secretariat Peshawar, because the researcher himself was the victim of this issue.

According to the research conducted by (BetlehemGebre, 2011) about the turnover of the employee in Commercial Bank of Ethiopia, the result was shown that 60 percent of the employees were ready for leaving the organization whenever they find any chance.

From the previous study conducted by (Bluedom,1982) and (Price and Muller,1981), and suggested that the perceived turnover intention over the actual turnover, because according to him the actual turnover is really difficult to predict than intention. There are external and internal factors that affect the behavior of turnover. So the researcher wants to find out the factors that effect relationship between the employee career development and employee commitment to stay with FATA Secretariat Peshawar.

Employees of projects, working on contract at Fata Secretariat Peshawar are feeling unhappy and they are not interested to work with devotion and are not willing to perform their

jobs efficiently because they are not advancing in their careers, that is why they always look for other job opportunities and as soon as they get any, they left their jobs at Fata Secretariat Peshawar as already discussed above that the researcher is the example of this issue of career development in this organization ie FATA Secretariat Peshawar.

It was studied by Shelton (2001) that employees 'low levels of commitment and job satisfaction can be due to lack of career development. Finding the same like situation in FATA Secretariat Peshawar, So it need to bring the attention of high level management staff at FATA Secretariat Peshawar to this important issue. This is an important issue to bring under consideration, because if chances of opportunity are not available for career development of the employee working under Fata Secretariat Peshawar, then they will have less intention to be with the organization and they will have the intention to leave the organization as soon as they get any other job in other organization.

Muthiani Alexander Muuo (2013) conducted a research on the perceived relationship between the employee career development and organzationa1 commitment at Barclay bank of Kenya and the result of his study shows that employee career development increased the employee commitment. It can further believe that the top management supported the employee career development program as the line manager encouraged the employee to give their views on the objective and standards of employee development. As there is no research work has been done in FATA Secretariat Peshawar, Pakistan on this topic. Therefore researcher has personal interest to investigate the effect of employee career development on the organizational commitment and job satisfaction on contractual employee FATA Secretariat Peshawar due to lack of enough research work in this area.

The employee will have to leave organization due to no opportunities for the development of their career. The lack of career development opportunities will cause a huge cost for the organization. The cost will be due to turnover intention of the employee from the organization. Because the repetitions of recruitment process faces organizations to a huge cost due to new training and facilities to the employee.

Research Questions

The research questions for the study are given below

1. What is the impact of career development on organizational commitment and job satisfaction in case of contractual employee FATA Secretariat Peshawar?

2. What is the impact of job satisfaction on organizational commitment in case of contractual employee FATA Secretariat Peshawar?

3. What is the mediating role of job satisfaction between career development and organizational commitment and its impact on the contractual employee FATA Secretariat Peshawar?

1.3 Objective of the research

The research study will contribute to understand relations between careers Development, organization commitment and job satisfaction of the employee. The main objectives are

➢ To investigate the impact of CD on Employee JS in FATA Secretariat Peshawar.

➢ To investigate the impact of CD on Organization Commitment in FATA Secretariat Peshawar.

➢ To investigate the impact of Employee JS on OC in FATA Secretariat Peshawar.

➢ To investigate the causal mechanism for the impact of CD on OC in FATA Secretariat Peshawar.

1.4 Significance of this study

In this modern age, most of the organizations are spending a lot of money on human resource. Human Resource is also precious assets of organization. Almost all organization especially Fata Secretariat later on will focus on the importance of employee career development and will spend much on the career development program for the future of employees and organization. As employee is the current asset of the organization, therefore it needs to use this current asset very carefully. The manager should take care of this precious asset to be with organization for long time. This study will help to solve the career development issues of the employee in the organization. If the organization solve the career development issue of the employee then automatically the turnover intention issue of the organization will be solve.

The study will also give help and realization to the managers to give full attention to this importance issue of the employee career development in the organization. The organization does not know the employee need and want in the form of non-tangible reward. Mangers always think that employee will demand high salaries only nothing more, but it's not true because employee not only demand high salaries but particularly focus on the future career as well.

1.5 Scope of the study

It is important to study the career development and its effect on the organizational commitment and job satisfaction of the employees working under FATA Secretariat Peshawar. The career development is an important issue and main cause for an organizational commitment and job satisfaction which can further cause turnover intention of the employee in the FATA Secretariat Peshawar. Therefore this study will investigate the cause and effect of employee turnover intention and will contribute to help the employer to retain the skillful employee in FATA Secretariat Peshawar.

1.6   **Organization of the study**

This research study is organized into five chapters. The first chapter is the introduction, which contain back ground of the study, problem statement, research questions, and Research objective of the study, significance and scope of the study. The chapter second deal with literature review, in which critical reviews of the scholars work in the research topic was presented. The chapter third deals with the methodology and research design. The researcher tries to design the study, sample size; source and tools of data collection are presented in this chapter. The chapter four deals with the findings, results, analysis, interpretation and discussion. The chapter five is the last chapter of this study which includes summary, conclusion, and recommendation.

CHAPTER 2

LITERATURE REVIEW

2.1   Career Development:

Career development has been discussed as the step toward professional high-up movement in the organization;(QX Weng & Hu, 2009). And according to the discussion of(Price, 2001)career development and growth bring satisfaction between the employees and limit their intent of leaving the organization. The employee commitment will become high due to the available opportunities for his career. With the career development opportunities for the employee in the organization the employee job satisfaction will be also become high.

Career can be defined as the process by which employee goes and promote through experiences and job in that particular organization (Baruch & Rosenstein, 1992).Thanacoody and Hui (2011) found that perceived developmental program for the employee have positive association with commitment, according to them effective commitment comes if employees satisfied from their job environment. If there is chance for advancing their careers, then high level commitment of the employees with that organization would take place.

Tsegaye Molla (2016) performed research to identify the effect of employee development program on the employee satisfaction from job and employee retention. This research was conducted in commercial bank of Ethiopia. He used lekert scale questionnaires for his study. Random sample techniques were used. Descriptive statistic and inferential statistic both was used for the data analysis. Conclusion of Tsegaye Molla research was that, career development program impact positively on job satisfaction and retention of the employee in commercial bank

in Ethiopia. The conclusion of Tesgay Molla research stated that when there is a career development opportunity for the employee in the organization then the employee definitely will be high satisfied from his/her job and will also highly committed with organization.

Cigem Kaya and BelginCeylan (2014) performed research to examine the impact of career development program in organization on the organizational commitment and satisfaction of the employee at job.

According to(Nyamekye, 2012)employee do not get any help or support from the supervisors for the advancing of careers planning and in autocratic style management it has not being practiced. But even though supervisor style rated by the responded as the most important strategies. Whenever there was intention of the employees to leave the present organization was analyzed from the respondent that career development was the important one that could also be the most important cause for satisfaction of any employee. The finding of (Shelton, 2001) help that the employees intention to leave the organization is due to no or less opportunities to develop, because employee never want to be at one place for long time. So, a lot of employees want to leave due to lack of careers opportunities in the organization. Shelton performed research to find out impact of career development program on the job satisfaction and turnover intention of the employee. Shelton in his study finds out the main cause of employee toward leaving the organization. According to him the employee will leave the organization if there is no or less career advancement opportunities for them, but if the employer provide best career advancement opportunities to the employees then intention of the employees towards leaving the organization will reduced to a large extent. His work identified that career development program positively and significantly affects employee satisfaction at job in the organization. His research study also

found the training program for employee also impact positively on the level of employees' job satisfaction in organization.

Alam Sageer et al (2012) conducted a research to identify those variables that effecting the job satisfaction of an employee and its impact on organization. Regression and correlation analysis was done for the data gathered. The result was concluded that the employee satisfaction effect the organizational performance.

The previous research finding support that if organization provides growth and development opportunities such as several curses and education then in this case the employee is more happy and satisfied with the job. More over if employees are trained as a result they perform better and get reward and appreciation for the work done that ultimately lead to high job satisfaction. Such like finding of (Walia & Bajaj, 2012)also support that there should be positive and significant effect of career management practices on the employee job satisfaction. According to employees activities like mentoring by seniors should not be suppressed as working experience is going to be increased. Mentoring/Couching is required at all level of job regardless of work experience.

Employees enter into position to organization and hierarchically go up in the organization, promote and feel itself stable within an organization (Weber, 1947; Whyte, 1956). (Robbins & Coulter, 2002) also defied career as "different position occupied by an employee in life time. Career is gradually continuous improvement or upward movement, experiences and getting skills in specific work environment. Generally career can be defined as the overall job of a person throughout in his life time.

According to (Kaynak, 1996) career is individual job/work into different positions or places during their life.

Career related to the organizational and individual goals and gaining experiences from the performing jobs, task, position of the individual or from promotion, transfer that the individual passes through different position(Yılmaz, 2006).With this explanation many personal failure and successes that relate to the job experiences received in the time of career of the individual in same situation provide career progress of individuals. Research finding of Yilmaz, (2006) stated that career development planning effect thee employee motivation positively and significantly. In this study he used the correlation and regression techniques for collecting data analysis. Using SPSS for data analysis and reported that career development planning positively impact employee motivation. The finding of Yalmaz (2006) help the researcher that career development program or planning is much important field of study.

Muhamad Shahid Nawaz, Faizuniah Pangil, in (2015) see the association in between HR development factors like career growth, turnover intention, using organizational commitment as a mediator. To find out the relationship a cross sectional data analysis was used. The result was concluded and reported that the factors that negatively affect the turnover intention were salary and performance appraisal. It was also conducted that there is positive and significant relationship in between career development and turnover intention.

Jian-Qiaochen et al (2016) conducted a research work on Chinese new employees and the process of turnover. Variables used in this study were new employees, job satisfaction, career growth and turnover. For data collection Questionnaire were distributed in the respondents. The study reported that career growth has positive and significant correlated with job satisfaction and correlated negatively with turnover intention. More over the study also reported that job satisfaction mediated fully. So the Career development fully mediates person organization fits effect on job satisfaction.

Career provides qualities in a person and relationships out of these qualities. So we can say that it is the process that have shown the relationship between a person and the organization and the up and down of this relationship(Işık Yiğit, 1993).

Organizational career management is the sequence of less formal/ formal activity of organization which is related to that of the career development of their self employees(Baruch & Peiperl, 2000). So organization career management increases the organizational and employee's effectiveness. This study was conducted by applying the techniques of regression and correlation for the data analysis. He found that career development in organization has positive impact on the commitment of employee with the organization. For validity of variable cronbach alpha was checked of each variable and was found that Cronbach alpha value was above the standard required value.

Career developments consist of many alternatives like developing skills; protecting current ability for the use of future if he gets chance for promotion. Most of the companies invest for different motives to develop the employee and increase manager improvement.

Career development programs make workers capable to go upward in the organization from the start. It also gives help to the employee to remove all the barriers against his progress from the path. Career development program for the employee in the organization disclose hidden potential in the employee. Moreover it also accelerate worker in the organization by providing facilities like training to go ahead for a stable career and upward movement. All employees especially the young's wishes to develop their careers. As it is common that every employee naturally expect, job satisfaction and career development opportunities. There for they go into the struggle of personal development. They also choose those organization which provides support for development opportunities(Çalık & Ereş, 2006).

With rapid changes, improvement and development of technology and increasing consumers demands the employees needs to develop it knowledge and skills, so that to compete with challenges successfully. Career developments prepare an employee for future challenges and provide the best opportunities by getting modern techniques. Those organizations which provide best career development opportunities similar with employee expectations, then the employee will definitely want to remain for long time with the organization. This like situation will bring consistency in the employee performance level with time. Therefore the employee wants its career development to overcome the incoming issues of awareness' about technologies and modern challenges of the competitive world.

Robert. C. Merchant, jr (2001) conducted a research on the advancement of career and effectiveness and improving employee advancement. The research study was conducted to examine the importance of career advancement program in the employees development and also to check role of career development program on the retention of employee. The study reported that career advancement program effect the performance of employee and there has found positive impact on the overall organization effectiveness.

Career management full fill the need of employee in future in well planned way and provides the best estimate for career advancement in the different professions and specialties inside the organization(Bayram, 2008).Few organizational careers development program are discussed in the literature of career development are job enrichment, career ladders, workshops, and rotation of jobs etc. For example those organization that recognized performance, of the employees and provide the employee best environments to start struggle in achievement of career resilience.

Following are some of the organizational career management practices.

HR Department and Career analysis by supervisor, Workshops for career, individual Written planning for career and formal education for career development,(Baruch & Peiperl, 2000).

Career development can also be defined as "the process which comes from the planning and management of career integration" (Yalçın,1994).

The career development basic goal is to satisfy the perceived expectation; desires of the employee in the organization and also to develop different strategies at the same time according with the objectives and goals of that organization and the organization wants to achieve and produce well career development system to apply these. The developmental program of career process/systems are an important element that affect and gives benefits to both the person and organization. The individual will get its benefits of developing its own career while the organization will easily reach to its target and goal if their employees are satisfied from the career development program. It means that development of employee career play vital role between organization and employee. Both receive benefits from career development programs. Following are some of the importance of career development with view of managers, employees and organizations point of view and such like situation presented below by C. Kaya and B. Ceylan (2014)

Importance with view of Managers	Importance with view of Employees	Importancewithview Organization
Communication is easy between the manger and lower staff of organization and	They can set right target and plan to go through the in the organization upward	Organization commitment is increasing and as result the intention of leaving is decreasing
Easily monitors the perform and	Receive well feedback on the	It enable the employee development

development of their subordinates in the organizations	performance from the high level and become more motivated for work	and raising their awareness skill to attract well qualified employees
The motivation of employees is increasing and the intention of work completion is increasing	satisfaction of the job and increase in the level of motivation and feel happy in the organization	A well public opinion is creating about the reputation of organization.
With the help of career development program Employee are kept in the organization	The employees take responsibility of completing target on their shoulder	communication among the employees of the organization is going good
Career development plan is supported for the welfare of employees	There is information about themselves and organization	Employee on good position will not searching for other job and they are remained for longer time
One of the important point for manager is that, he improve his own career.	The employee of the organization will get advantages form the available chances of career development.	Making enable employees to get goal and increase effectiveness of the human resource to decrease of leaving intention of the employee in the organization
Well qualified personnel are kept in the organization to make it attractive and competitive	Keep themselves update from the skill and qualification	Fulfill the goal of the organization easily within the given or targeted time limit
Make enable the personnel needs and wants and wishing the organization opportunities and other requirements	They can increase their values in the organization and can go upward in their careers	For seeing the future employment necessities well in time
	Can see career steps very	Providing right person for the right

	clear and easily	job and avoid mismanagement

Source: Adapted from Aytaç (2005).

Employees try to promote career upward to the limited position step by step in the organization (Kanter, 1989). So in such like career the employee has not only great affiliation with the organization but will work hard for the organization for long time (Whyte1956). The conducted research of Whyte (1956) stated that development of career is important and root cause of organizational commitment and employee job satisfaction.

The employee career development, organizational development and training programs were supported by management. The development of career was established by maximizing compensation and status (Kanter, 1989). Up to 1980 no importance was given to those employees families who were the part of the organization regularly(Hall, 1996), but later on it become clear that some other factors also affect the job satisfaction of employee .

Goyer (2010) stated that small and medium size organizations seem to be most beneficial to employees and organization for career development. According to his statement "career development opportunities are crucial for small and medium size organization to attract and retain the talented employee. In his research he has discussed about the opportunities of career development that impact the job satisfaction level of the employee. He further concluded that the development of career impact on the turnover intention of employee. Inside the organization the employee will must be satisfied if there are career development opportunities no matter with size of the organization. The satisfied employees will have no or less intention to leave this small type organization. He examined in his research that the career development also has partial impact on the level of the employees' commitment.

Development of career and growth at work place also increase the job satisfaction and intention and retention of employees(Papageorgiou, Giorgalli, & Petrou, 2013). The research

performed by Papageorgiou, Giorgalli et al. (2013) to see the impact and association in between the variables of the job satisfaction and career development by using SPSS software for regression and correlation analysis. On the other hand(Cramer, 1993) conclude that inn his research that   job dissatisfaction is due to the dissatisfaction from management side. He has seen the effect of the management on job satisfaction level on staff of organization.

From this we can see that if the supervisor provides them with support and cooperation for completing their task then the employee will be high satisfied and if there is no support and cooperation from the management side then it will lead to dissatisfaction. In most of the organization there given least attention to career development of the successful positions and employee that full fill the need of the employee as well as the organization.

Hrebiniak and Alutto (1972) conducted a study using correlation and regression for the collected data analysis and found that positive and significance association present between job satisfaction, turnover and career development. There has been also found negative relation between perception of high-up movement and intention to leave among service oriented organization of different business (Kent & Otte, 1982) also conducted a research study by using cross sectional data collection technique and then applying the correlation and regression for the analysis of this data and stated that, career development give the legal right of employees to full fill its need at all level. The employer should try to provide the best possible with organization need.

Career development is very important as it seen from various research conducted by various scholars that employees are concerned about the opportunity about career progress either in those organization for which they currently performing their jobs or any other organizations,

moreover (Karavardar, 2014) also argued that employer should give attention about those strategies which is concerned with growth and development of the employees career. (Karavardar, 2014)conducted a research on the audit form of turkey to see the relationship in between career growth or career development and retention of employee to the organization. He also found a positive relationship between employee retention with the organization and career development. It means that career development will retain employee as a result of career opportunities and the employee will automatically committed with organization.

Presently researchers that had worked on career growth and development relate to turnover intention are (Nouri & Parker, 2013), (QX Weng & Hu, 2009),(Qingxiong Weng & McElroy, 2012), (Karavardar, 2014)(QX Weng & Hu, 2009) stated that professional career deve1opmentof the employee could be make attractive through four dimension which are, professional ability development, progress of career goal, speed of promotion, and growth of remuneration. These concepts indicate that development of career is a feature of employee struggle on making improvement toward their career objectives and gaining new skills and the organizations effort is rewarding these efforts, by promotion and salaries simultaneously.

Furthermore, social exchange theory (P. Blau, 1964) supposed that encouraged and promoted employees in the organization feel happy and show his or her commitment with the organization and he or she does not want to leave the organization.

The Programs for Career Development have been found since a hundred years. Most of the organizations using career development programs have speeded up since in the middle of the 1970 and most of the organization struggle for fulfilling of the need and expectation of the employee. A report conducted in 1991 of 1000 private agencies in which 701 percent of the

respondent were in favor to have programs for career development in their work place(Walker & Gutteridge, 1979).The Association of American Management conducted survey on the development of career programs in 1978, in which more than 88 % of the respondents observed that to enhance job performance, and it help the use of employee personal system more accurately and advances use of present skill(Walker & Gutteridge, 1979).

Career development is the employee wishes due to which an employee stay with the organization and never search for the next company/organization, because if there is career development opportunities for the employee than he may be attached psychologically with the organization. On the other hand if the employee does not seem any opportunities to goes up in the organization than he may not take interest in the organizational work activities. He/she may leave as soon as found any opportunity in other. So such types situation may cause lost for the organization in term of turnover cost.

With the enlarged fame of programs related to Career Development, the public side organization has left behind the private sector organization in inaugurating these programs (West & Berman, 1993). According to Gibbons career development is the promotion of an officer along the rank up to the retirement(Gibbons, 1995).

2.2 Organizational commitment:

Meyer, Allen & Smith, in 1993 defined affective commitment as loyalty and willingness to remain with the organization for longer time.(Meyer, Allen, & Smith, 1993)discussed that when employees are fully satisfied by their organizations, their perception towards commitment will be affected positively. He concluded that satisfaction bring commitment of the employees with the organization where he or she is working. It shows that job satisfaction of the employee in organization forces employees toward commitment and reduce the intention toward leaving

the organization. The satisfied employee is showing its commitment with the organization and he only think about his positive work and target and will never think to leave the organization in near future.

Organizational commitment defined as the link between the organization and employee is called organizational commitment (Morrow & McElroy, 1986). The employees who are committed to the company in all conditions that is good or bad condition and try to protect the employer interest and share with the goal of the organization(N. J. Allen & Meyer, 1990) as cited in Riaz, Imran and Idrees, 2013). An organizational commitment is easy to define and measure and it also vital to remember that it is not only viewed in one dimension, but it has understood and measured in the following three dimension.

Organizational commitment has been also defined and described by different scholars differently(Meyer & Allen, 1997; Somers, 1995).Generally organizationa1 commitment is refer to commitment of employee with organization and the wishes to remain with that organization (Doğan & KILIÇ, 2007). Organizational commitment is also defined that the level to which employee is known to a particular organization and the goal and wishes of the employee to continue working for long time with that organization (Robbins & Coulter, 2009). (K. R. Bartlett, 2001)also given the definition of organizational commitment as "an employee degree of closeness towards organization. He conducted the study of his research on the relationship between training and organization commitment and his area of study was health care field. He concluded that the training opportunities bring in the employee a strong commitment and the training effect positively on the commitment.

(Meyer & Allen, 1997) define the organizational commitment in the following words 'the close attachment of employee to the organization and doing the work regularly, protecting assets of the

company and also sharing organization objective and goal. They have also given the definition of the organizational commitment as 'the psychologica1 contact in between the employees and the organization that makes employee closely attached and has no intention of leaving the organization voluntarily"(Meyer & Allen, 1997).

Allen and Mayer (1990) identify organization commitment with in three dimensions that are *affective, normative and continuance component.* In these the *affective component* shows employee affection and feelings about the identification and participation with organization. The *normative component* shows employees emotion during stress to stay with organization. The last one is *continuance component* which is based on the employee cost relate with quitting the organization.

Almost all employees like to work with those organizations where high level of organizational commitment is present for the employee or those organization who internalized goal, objective and values, by making his effort to be successful in the organization and at that time employee also wish to remain in contact with the organization where he see his career bright in that organization. All these qualifications form a basis for the of employee desire to be part of the organization to remain for longer time, the close attachment of the organizational values, identify the association among employees and developing the success of the organizational goal and giving strength to the commitment of organization for the new employee as well(Yüceler, 2009).

That level in which the individual finds out and is busy with the organizational activities and have less intention to leave is called Organizational commitment(Greenberg & Baron1997) also cited in (Cichon, Tumwesigye, Pal, Léger, & Vergnaud, 2003). This attachment of the employee is emotional with the organization success goals and values as well as struggle on the part of the

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organization and does not want to apart from the organization and want to be for long time with organization (Allen et al 1999). The success of any organization can be judged if its employee fail to accept the firm organization goal, objectives and missions, (Unzicker, Clow, & Babakus, 2000) and also to believe on that what the organization stand firm for relationships of customer with the organization for long time and at what extent the customer are committed with work force (Boshoff & Allen, 2000).

The Organizational commitment is the individual strength and showing strong attachment with the organization. In 1999 Meyer and Allen using two terms, affective commitment and continuance commitment and have given two main definitions of organizational commitment. The affective commitment defined by them as 'the commitment of the member with the organization due to its want to stay with organization. So therefore this type acceptance of the member is due to strong belief with the organization to remain in contact and trying to perform on the behalf of the organization goal and objective, While continuance commitment is that type of commitment that shown by the employees due to their own need to remain with the organization. Such type of employee fear of the losses, such as loss of security and getting financial benefits from the organization and therefore the employee want to stay to avoid from these losses. Therefore such type of employees only contributes with the organization. (Caldwell, Chatman, & O'Reilly, 1990)conducted a research study and discussed that commitment could be best defined that the individual psychological attachment with the organization. The individual is not only committed to show himself to the boss but he is committed dueto affection and love with the organization. It is also clear that this love or affection is due to something greater for the employees in the organization. Commitment is defined as psychological attachment of the individual with the organization. Therefore three types of commitment suggested and predicted

on the basis of three separate attachments namely: identification, internalization and compliance. Identification was defined on the basis of strong desire for affiliation with the organization. Compliance was defined as the instrument undertaken for specific rewards and lastly internalization as their present similarity in between organizational and individual values(Caldwell & O'Reilly III, 1990). So on basis of the above different types of definition the researcher defines organization commitment as "The employee physical and mental attachment with the organization for the wellbeing of the company where he work"

One other study about the organizational commitment was done by Etzioi in which he examined the organizational commitment mainly in three different groups, in which one is moral commitment that show deep and positive relation with the organization through a central goal, norms and value of the organizational power(Gülova & Demirsoy, 2012), the second one is calculative commitment" which show that a linked is created due to the prizes that the employee receiving in response of performed better at the job for the organization (Doğan & KILIÇ, 2007)and the last one is the alinative commitment which is the commitment that show such negative attitude that is taken against situation in the opportunities and the employee freedom is restricted (Gülova & Demirsoy, 2012).

The factors like personal, role related, work experiences and cultural factors are all those that affect organizational commitment (Aydogdu & Asikgil, 2011). Some other factors are also affecting the organizational commitment. Following are some of the variables that affect OC of the employees are, gender, experiences, job satisfaction, age, organization justice, the importance of job, taking part in the job, participation in the decision process, occupational security, alienation, marital status, depression, no right of wage, working hours, stability, promotion

opportunities, interest shown in the employees, wages, colleagues, job opportunities in other companies leadership behavior etc.

Organization commitment is the feelings of the individual as whole about the organization. It is perceived bond of the employee with the organization and this bond have been seen to the goal related and the behavioral investment in the organization and the employee show agreeableness that in future he will be with organization for long time. (Mowday, Porter, & Steers, 2013).Mowday, Porter et al. work on the employee and linkage of the organization, the psychology of commitment, turnover and absenteeism. OC is the response from the employee side to the work condition and individual have a strong link with organization.

(Meyer & Allen, 1991)explain that organizational commitment is the accepting organizational values and goals and there would be present a strong belief of the individual with the organization. On the behalf of organization there would exert considerable effort.
There could be strong desire of the individual to remain with the organization(Mowday, Porter, & Steers, 1982). In this definition the past researchers described the strong bond of the employees with the organization for all time and situation.

The study of the research was focused on the impact of career development on organizational commitment, and the definition of commitment was given as "employee attachment with the organization emotionally. Therefore Employee carry on employment with that organization due to strong commitment because of they wants to do so (Meyer & Allen, 1991). The Affective commitment is the commitment that has been accepted with powerful correlation, desirable outcome and the organization foster done the affective commitment of the employees(Meyer & Allen, 1997).

Moreover few scholars have been used the affective commitment only as a measure of organizational commitment(Feather & Rauter, 2004; C. H. Lee & Bruvold, 2003).

Organization commitment is defined as "the active and positive thinking of the employees about organization" (Porter, Crampon, & Smith, 1976). This research was conducted by using cross sectional study for the study to find out the association between career development and organizational commitment with mediating role of employee job satisfaction. The employees are strongly attracted by organization and the intention to leave become very less. It is an orientation toward organization which link the worker or employees toward the establishment.

In this process the goal of the individual is increasingly integrated with organizational goal (Hall & Schneider, 1972).In organizational commitment individual go with the organization and perceive to reach the desired place. The employees are committed with their own organization due to this target position or reward; otherwise they will show low commitment with the organization.

Organization commitment belong with the identification and involvement of workers with in specific establishment(Becker, 1960). Organizational commitment is described as "result and contribution between the employer and workers"(Stevens, Beyer, & Trice, 1978). It has been concluded that the commitment of the employees with the organization is due to employer relationship with the workers. For example if the employer provide best opportunities for the employees within the organization than as a result employee should be committed. But if the employer is not taking cares of the employees than their commitment with the organization would be less. The well committed employees involve in their task and want to complete the task within a given time seriously. Such employees do every task from the core of heart without any hesitation.

The over commitment with the organization create personal dangers to the employee because such worker or employees identifies with group or organization for that he or she has performed the goal and strong belief or the organization. Such overcommitted employee dissolve the identity of his own for the organization (Mowday, Steers, & Porter, 1979)

Organization commitment is categorized and measured in different dimension in which the first or most common one is affective that relate to an emotional contract or affiliation with organization. The continuance commitment is come second which refer to the perceived cost and associated with and giving up the organization, that is leaving up profit sharing and pension plans (Becker, 1960).The affective commitment correlated positively with that of job performance while Continuance commitment is correlated negatively with that of job performance. Those employee who are strongly committed are less likely to be absent or giving up the job as compared to the less committed employee (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989).

There present causal relations in between the organizational commitment and job satisfaction. The strong assumption for this is that determinant for job satisfaction is organization commitment. We can also say that direct association is present in between commitment and satisfaction. It means that increase in satisfaction cause increase in commitment and similarly increase in commitment cause increase in satisfaction (Steers, 1977).

Affective component show that there is an employee emotional attachment with involvement and identification in the organization where as continuance commitment is commitment that is based on the costs that employees intention will go toward leaving an organization. However normative component shows that the employee feeling to the

responsibilities to remain firm with the organization for long time (Allen & Meyer, 1990 as cited in Vandenberge & Panaccio, 2008).

OC is a very important factor for the employee and organizational point of view that can affects job performance and turnover along with performance of organization.

(Xiong Chen & Aryee, 2007)in his study concluded that the commitment of employee is very essential for the good performance of organization. Organizational commitment is consider as the specific task for future time. It concluded that there is a very deep link in between employee commitment and organizational performance that affecting each other. For example those organizations where employees' commitment is high than the performance level of that organization must be high, because any organization can do a lot of work through committed employees. On the other hand if the employees of the organization are not committed with the organization then, the performance of that organization will also very low. The employee's behavior and belief is positive when there is present organizational commitment. When there is a satisfied work environment then the employee automatically becomes committed toward his task or duty.

Organizational commitment is a bond among employees and employer. High commitment increases the employee retention time within the organization along with this effectiveness is also evaluated by commitment. (Mathur & Vadera, 2003) study and highlighted that achievement of goal has a significant correlation with the success of the organization. The employees that are highly committed always want and see their own organization successful and want to be on the top.

Commitment is the link between employee and those organizations in which the individual is working. The employees who are highly committed are decreasing the chances of

the absenteeism and turnover from the organization. Commitment can be defined as willingness and positively work of employee for the organization and make continue his/her work. OC increases the competitiveness and the employee level of performance within the organization.(Bragg, 2002) performed a research work on the commitment of the employee, employer relationship and further added that organizationa1 commitment is mainly divided in four different perceptive in which the first one is: want to' organizational commitment. Employees of the organization are more sincere and devoted for the organization in improving of the organizational output or production. Employees are kept forced for overwork and extra miles but still they remained devoted, motivated and work efficiently for the organization. The second one category is:have to' commitment in this commitment the employee have attitude which is going against the management and organizational. The perceptive that comes third of commitment is: ought to' which think to be vital for the improvement of organizational values, norms and. The perceptive forth is 'have to leave' shows that there is not present strong organizational commitment. The forth perspective "have to leave" show commitment which is not too much strong. The words "leave to" identifies that the employee can leave any time whenever he found better chance from anywhere because of the commitment level is weak with the organization.(Miller & Lee, 2001)also discussed the three types of commitment which are normative, continuance and affective commitment.

Affective commitment were defined by (Meyer & Allen, 1997) as the belongingness of the employee with the organization on emotional basis. Further (Meyer & Allen, 1997)describe affective commitment as the positive feeling, involvement and attachment of employee with the organization. In such like situation there is a strong affiliation of the employee with organization. Such attachment of the employee which is based on emotional basis not only bring sincerity in

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employee for the organization but also make employee able to follow the roles and regulation of the company and completing the goal of the organization with in time. (Beck & Wilson, 2000)also described that the affective commitment is the person emotional belongings of its own organization and with those of its standards and principles of the organization.

(Meyer & Allen, 1997)said that continuance commitment is the cost that is attached with leaving of the organization by an individual. In large sense, it is the investment of employee within the organization and as it is described by (Meyer & Allen, 1997) as 'the the employee investment means that it is his/her effort, time and money, and is consider as a cost associated if an employee want to leave or give up the organization. Such contribution of the employee investments included to specific organizational development, plans for pension, skills or status, and the usage of organizational benefits. The organizational cost may be decreases by lack of replacement or alternatives or make up of obligatory investments.

(Meyer & Allen, 1997) discussed *normative commitment* as the responsibility and show the commitment to be with employer or organization. In reality, in this commitment the employee is not in position to leave his organization. In this type of commitment the feelings of belongingness of the individual has with organization. In this situation the employee is concern with the organization as because the employee has accepted and liked the organization. When an employee perceived rewards, status, favors, and, then he/she shows the sense of attachment, sincere duty, and sense of obligation with organization. NC is defined as, the employee commitment with few organizational moral, status and improvement that is given by organization in coming time. From normative commitment the employee becomes encourage to remain with the organization for long time. The study of (Buchanan, 1974) discussed organizational commitment under the following five factors of which are' intention of the

employee to have strong organizational membership, the acceptance and goals and values of the organization, intention for organizational objective and goals, positive evaluation, and showing greenness to apply great efforts on works of organization.

Organizational commitment has been defined by (Herscovitch & Meyer, 2002)as the extent which gives that how an employee is committed to his/her organization. It usually comes about the individual that if he or she feels that he can identify with the goal, objective and values in those organizations where he works. It shows the extent that an employee of the organization will help the organization to achieve the goals.

There are some factors that may retain an employee from rendering all his services with full energy and emotions. The commitment level of an employee may play an important role that how persistent is the employee to exerts its full power and energy on the job. So it means that how much an employee has its membership and values with the organization and the extent under which he believes that the organizations goals and objectives are with in line to his values.

(Cooper-Hakim & Viswesvaran, 2005)mentioned about the three important pillars which give support to define an OC. In these three pillars the first one they cited is an employee willingness use its full efforts to aid an organizational success and efforts exerted by an employee may be more then the organization expects. The second one they cited is an employee willingness to remain with an organization. The third perception of an employee is the core values of an employee with the organization and how he identifies with. OC is an important requirement for employee to reach the challenging and tough goals, because, as opposed to easy goals, they may need more work and typically have less chances for success than easy goals to do (Latham, 2007).

About more than thirty years several public and private sectors organization have given attention to the importance and researching on the organizational commitment, and the act which stress on this essential and common issue (Meyer, Becker, & Vandenberghe, 2004). Meyer, Becker et al. conducted research on the employee commitment and motivation by using regression and correlation techniques for the analysis of gathered data.

Up to now most of the studies and researches has been done on the organizational commitment are centered on the 3 types models of commitment as developed by (Herscovitch & Meyer, 2002). This type model identifies three type of commitment in employee experiences. In which one is affective commitment which generally refers to the emotion that make it ties an employee with the organization in which he/she is working. It is also described by (Cohen, 2003), according to him it is the positive feeling of experiences that an employee have and these positive feelings of an employee force him to work for and help the organization in attaining the goals and objectives, and this type of feeling of employee give pride for being a part of such organization.

Continuance commitment is the second commitment, in this type of the commitment an employee of the organization realizes that he has invested more in an organization and there is no other option for him to decide to leave this organization and join other organization. It show that continuance commitment bond the employee by economic and social cost which cause to avoid him for leaving the organization.

The third one is Normative commitment and according to this commitment it being morally obligated to stay within organization. The employee feels that this company has helped him in the past and earn from it for a long time and he need to return the favor by maintaining its status of employment with the organization. The above discussed three types of commitment

shares a common ground when it come to the extent to which an employee want to remain part of the organization due to its positive feeling and good wishes with the organization progress. So it become very clear that commitment of an employee is playing very important role for the organization, because the committed employee always thinks for the well being of the organization. The committed employee also sacrifices its life for the organization as he never thinks to leave this organization.

2.3 Job satisfaction

Satisfaction of job is studied differently by different researcher very deeply but, no clear and prominent agreement present on its measures, meaning and definition (Rainey, 2009).Present definition is mostly related with individual's negative or positive feelings with his job(X. Yang & Wang, 2013).It is also defined neutrally (X. Yang & Wang, 2013)conducted a research on exploring the determinants of employee JS to see the relationship and Gordon also defined job satisfaction as' the response of the employee that he received from the job, where he is working(Gordon, 2011). Job satisfaction is the key for the development and progress of the organization. It has two main reasons. Firstly the employee whose job satisfaction level is high then such employee will work with full energy and power for the organization. Secondly those employees who are highly satisfied from the job will be more committed with the organization and there be less chances of turnover which save much for the organization in sense of turnover cost.

N. Thervanes & Y.Saranraj (2018) has worked on the variables, like OC and JC so that to see the association between them. The result of his work shows that there present a high level positive relationship between the organization support and JC.

(Haque & Taher, 2008) perform research on the job characteristics model and job satisfaction, age, gender, and the effect of marital status.

The work of (Robbins, 1998) indicated that the employee negative or positive feeling to his job is consider to be job satisfaction. According to (Kalleberg, 1977)the individual over all affective orientation toward the roles of work presently he is doing is called job satisfaction.

In one other definition (Porter, 1961) also defined job satisfaction as 'the actual reward received on the basis of fair perceived level of reward. In simple words it is the concept to which an employee like his job willingly(Spector, 1985).

Xingkun Yang and Weijie Wang (2012) conducted a research work to explore main factors of JS of the employee of civil servants working in Beijing China. Result of these civil servants chiness employee's show that all six type job characteristics such as task variety and salary work environment factors and the relationship the co-worker exert statistically significant influenced on the dependent variable. The result of the research is based on the regression and correlation analysis.

Job satisfaction is one of the important concept in organization for the researcher point of view because, it show reaction or responses of an employee about his/her job (Agho, Price, & Mueller, 1992). (Robbins, 1999)told about job satisfaction and considered it as deeply related with motivation. This type of definition of job satisfaction shows that there present affective reaction globally of the individual about his or her job. While researchers and practioner largely measure globally job satisfaction, there is great interest in measure different dimensions of satisfaction.

In today competitive world most of the organization is trying to maximize its profit and go forward than other organization. The conditions is changing very rapidly in today competitive world and it lead to give full attention on those factors which lead to motivation and job satisfaction, and the two concepts haven been remain center focus of various studies. Therefore motivation and job satisfaction interrelated to each other that are if there increase occurs in job satisfaction then it will bring increase in motivation also. They are deeply interrelated with each other, when there is chance for job satisfaction of the employee in the organization than there will be also a chance for motivation of the employees in the organization (Lumley, Coetzee, Tladinyane, & Ferreira, 2011). So there are main nine factors of job satisfaction that cause to affect the level of job satisfaction of the employees. The nine factors are given as promotion, pay, benefits, operating procedures, contingent reward, co-worker, communication, supervision and nature of the work.

Basically job satisfaction is considering the employee positive emotion about their jobs. So JC is considered as the function of the perceived relationship in between the employees' anticipation in relation to their jobs and what they get from the job along with the value or meaning that the employees attribute to their jobs they are doing (Ko, 2012)Shortly JS is generally expressed by (Köroğlu, 2012) as "job satisfaction is the employee emotional expression(both negative or positive) toward his job.

It is not impossible to give out different definition of job satisfaction. So in general perspective JS can relate to two main factors. The first factor is about the emotion, needs, personality, thought, intensity and the desires of a person. It may be referred as the psychological, physical and security need and primary situations.

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The second factor is that which affects the level of satisfaction and all the conditions of the job, psychological condition and physical conditions for the job and the limit to which this condition fulfill the person expectation from the job, parallel to the size of the xtent to which the conditions fulfill the expectation, also increases the employee job satisfaction(Kök, 2006). According with explanation to Maslow motivation is behaving of individual with own desire to start struggle to get the targeted goal and objective(Koçel, 2011).

The employees levels of satisfaction toward their jobs and working conditions known as job satisfaction (Gohel, 2012) Its relates with the job and environment of the employees. There for if one provide the favorable and expected working condition to the employees than they can be motivated to work and can bring increase in the satisfaction level of employees (Yang, 2010).

Job satisfaction can mainly influence by the experience of employees(Al Jenaibi, 2010). Employee experience effect the satisfaction level of employees. Some time enough experience cause job satisfaction due to the know how about the environment, technology job he has offered but on the other hand some time, more experience cause job dissatisfaction of employee, because employee become tired from the tense rules and misbehaver of the employer. Same like due to less experiences mostly cause job dissatisfaction due to less knowledge about the setup, technology and relationships with the other colleagues.

Some of the scholars explain job satisfaction on the basis of past and current events that faced by individual (Ko, 2012). These scholars identified few important characteristics of the employee job satisfaction, such as the satisfaction of Job is the subjective impression of the employees toward the job. Job satisfaction is not a thing to be visible but it is observable through employee behavior.

The employee job satisfaction depends on the expectation of the employee from the job. It is the perceived reward one get on fulfilling or increasing the responsibility of job. Job satisfaction of the employee is comprised on many factors such as job itself, environment remuneration and other facilities etc.

Masooma Javed (2014) has performed her research work on the determinants of the employee job satisfaction and also saw its effect on performance level and turnover intention of the employee in the organization. She wanted to check the relationship among job satisfaction with performance of the employee and turnover. For gathering data for the research a questionnaire method was used. She also used a sampling technique for her research study.

The study reported that there present a positive and significant relation between employee empowerment, work place environment, job performance with job satisfaction. The study further reported that there is present a significant negative relationship between turnover intention and job satisfaction. More over the study also reported that there is no significant relationship between the employee job performance, turnover intention, and empowerment of the employee.

A study was done by (Gould-Williams, 2003)in which he wanted to see the impact of Human Resource Management and the employees job satisfaction working in UK local Government organization. It was found and reported that job satisfaction was closely associated with workplace, perceive organization performance, commitment, trust, and effort. It provided that there present a positive effect between human resource management practices and job satisfaction of the employee. The individual characteristics like age, gender, education, had insignificant effect on the level of employee job satisfaction. According to the study report conducted by Kumar more than seventy nine percent of the staff were highly satisfied with the present Human Resource polices and the practice followed in the cement company(Kumar,

2009). The innovation in the administration has positively and significantly affected by performance appraisal. With the help of proper feedback and checking up of the performance of the employee will lead to bring improvement in the managerial level activities in the organization, with which administrative innovation can also be promoted (Ling & Nasurdin, 2010).

In this modern age of competition all over the world a high performance and growth in the organization performance can be occur by giving importance to the employee and by bringing improvement in the HRM practices. So the effect of job satisfaction of the employee and organizational performance level of the employee was identified there (Sarker, 2011) and concluded that job satisfaction has positive and significant effect on the performance of the organization. From the result of the Sarkar study it was determined that the satisfied workers performed well in the work environment than the dissatisfied workers. The satisfied worker gives good output to the organization as compared to the dissatisfied workers.

There found a positive and significant association between HRM practices and job satisfaction level among teachers. The final result of the study identified that the employee who were satisfied greatly from the present human resource management practices of universities were female employee where as the employee who were more satisfied with their jobs assign to them were male. There has been also found that there is a direct link between job satisfaction and tenure of work experiences (Khan, Ghauri, & Akram, 2012)

There are various factors which are consider as determinant of job satisfaction such as need and desires of employee, social relationships, management styles, the quality of management, design of the job, worked conditions, compensation, and perceiving long range opportunities(Byars & Rue, 1997)

Job satisfaction plays an important role on the overall performance of the employee that is absenteeism, commitment, accidents, turnover, tardiness and grievances (Byars & Rue, 1997). (Robbins, 1999) reported that if the worker is satisfied then it can lead to increase productivity of the organization through few disturbances which is caused by turnover or absenteeism, few incidences of destructive attitude and minimum cost of hiring from the organization.

The most valuable and important factors of job satisfaction is developmental program which is offered by the company and is being the most common HR practice. It means to bring improvement in the skills, knowledge and abilities of the future and current employee of the organization(Aswathappa, 2008)

Smitt et al., proposed five factors to measure job satisfaction that are co worker, promotion and promotion opportunities, pay, supervision, and the work itself (Smith, 1969).
All these are the factors that have positive impact on the job satisfaction of the employee. For example an attractive pay can bring increase in the satisfaction of employee in the organization. Similarly the promotion or promotion opportunities can bring satisfaction in the employee. The relationship in between the coworkers also effects the employee satisfaction. Supervision of employee also effects the satisfaction of employee in the work environment.

Various definition of Job satisfaction is given by scholars differently but the job satisfaction has been defined in two main ways. Some of the scholars defined it as 'one own positive feeling about the job.

(Locke, 1969) defined JS as the state of emotion and pleasure as the result of appraisal and achievement or facilities of achieving one job values.

Some other has defined job satisfaction neutrally. (Gordon, 2011) defined job satisfaction as 'the reaction of employee to what he gets from the job. In sense like this the satisfaction of

job was consider ranged from positive to negative feeling(West & Berman, 2009). In this article Job satisfaction defined in a neutral way. It is the degree to which employee likes their job.

The determinants job satisfaction has been one research focus. The most early theory of job satisfaction is the Herzberg (1966,1968) two factor theory. He differentiated job dissatisfaction from that of job satisfaction. In his study motivators that were primary cause of job satisfaction were achievements and recognition while the factors that were the basic cause of job dissatisfaction were the hygiene factors as salary and security. This theory have some similarities with that of (Maslow, 1943) theory of hierarchical needs that means that the basic need is meet to be first then the individual would think and perceive toward higher level needs for example after meeting the basic need the individual would go for the achievement of self actualization. (Ewen, Smith, & Hulin, 1966)expressed that the motivators and hygiene factors were not similar with that proposed by Herzberg. So according to him motivators could impact on job dissatisfaction and hygiene factors could affect job satisfaction.

There are further researches that suggested that some the factors give an important contribution to job satisfaction in different culture and sectors i.e. the hygiene factors like salary (Ellickson & Logsdon, 2001) and(West & Berman, 2009).Researchers have been defined Job satisfaction as 'the reaction of the employee to what receive from the job he or she doing in his or her environment". If we look deeply into the differences between what employee wants and what he or she get, the public sector employers can make organizational improvements or changes the work environment that can motivate employees (Wright, 2001).

Ultimately the public organizational effectiveness may be improved by the dedicated public servants who motivated by the organizationa11oyalty and identification and not only by narrow economic self interest(Rainey & Steinbauer, 1999).

(Ellickson & Logsdon, 2001)use the definition for job satisfaction as "job satisfaction is how an employee of the organization likes his or her work". So as these people are working in the organization, without them organization cannot be operated and if they are satisfied and happy from the work environment then they will be satisfied from the job and will work better as compared to those employee who are not satisfied from their jobs. Therefore we must understand the needs and wants of these people. We must do for their future to remain attach those employee who are skill full and hardworking.

Employee dissatisfaction is the basic cause to leave the organization that has been indentified the final decision ability, and having an immediate causal effect on turnover (Bedeian, Kemery, & Pizzolatto, 1991). Thus turnover would cause serious problem and even more cost when a company loss its talented employee which would be difficult to replace soon. So it would be better to invest more in employee development programs and work environment to overcome these problem of turnover in the organization, because the rate of turnover of employees can be reduced only by the employee satisfaction. One can make its employee satisfied by providing opportunities for the employee to go forward. So in this way the employee will have strong commitment with the organization.

Studies almost focus on those factors which are considered to be related with the dissatisfaction or satisfaction of the employee within the working environment. In the literature of study conducted on the universities teacher are referred to those factor that affect their job satisfaction that are casing to the turnover of the teacher in the universities that shows that those teachers that are dissatisfied from the work environment are more likely to switch from their organization (Hodson, 1989).

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From the previous research studies it is also very clear in other disciplined also like management, marketing and in organizational behavior that Human Resource practices are primary indicator of job satisfaction(Mottaz, 1985).More over some time job satisfaction use as main variable (Singhal & Srivastava, 1982). Human Resource practices are more important component of work condition that mainly affect the teacher job satisfaction in the universities(Ssesanga & Garrett, 2005). With respect to Human Resource practices it is mentioned clearly that behavior of the top management should be supportive and encouraging in universities about rules and regulations, instructional practices, teacher learning, recognition and reward for good work and equal distribution of work load (Michalos, 1980)

There is a deep association involving in Human Resource practices and the view of teachers working in the culture of universities (Luna-Arocas & Tang, 2004). It is also added that the students behavior at school during learning are also related to satisfaction like student learning behavior and interfering (Schmidt, 2007).

In the Previous studies, association between demographic level and job satisfaction have been studied and concluded that it is increases with increase of time at work situation(Ahmed, 1999) which give sense to the employee and research said that satisfied teacher will have less intention to switch off their job and dissatisfied teacher almost like to quit the profession and as a result they are not ready and build the future career in teaching in the institution they are working currently. The interesting findings relate with the age about job satisfaction except the teacher that are at age 40 to 50 (Tremablay, Rondeau, & Lemelin, 1998). So the teacher will perceive low level satisfaction in context of promotion prospective. Therefore they will high intention to leave their job as soon as they get any other job. A research about job satisfaction has also

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identified and explained that female employee are highly satisfied from their jobs than male employee and same case observed in teaching profession also(M. Brown & Heywood, 2005)

Job satisfaction of an employee reflects that how about he/her feel about the job. It also includes the conditions within which the employee works and so influences his/her attitudes toward his work. It is concerned to the feeling of employees towards the organization reward that may be influenced by reward (Kim, Leong, & Lee, 2005). Job satisfaction also defined by (Schwepker Jr, 2001) as 'the state of emotional and pleasurable one is getting from the job appraisal by getting or facilitating one job values. While on the other hand job dissatisfaction is the emotional undesirable state of an employee encounters if the employee see that his job is preventing him from attaining his values. Organization takes help from the job satisfaction by identifying work behavior that is absenteeism and organizational citizenship. In the same way (Saari & Judge, 2004) stress that almost all the organizations can easily see and identify the employee turnover with the job satisfaction. According to him if the turnover intention is high in the organization then it can be said that there is low job satisfaction for the employee in the organization. As a results organization starts efforts to increase its employee job satisfaction level to reduce unattractive work attitudes like absenteeism(Cohen & Golan, 2007), Because such situation will face great loss to an organization. Organizations however may be cautioned that job satisfactions may have adverse effect on organizational productivity also as reported by (Judge, Thoresen, Bono, & Patton, 2001)and analyzed that there is low correlation between job satisfaction and performance of the employee.

Job satisfaction is believed that generally have no specific definition despite of its wide usage, and it has great importance in the organizational point of view that make its importance

and providing prominent purpose. It is necessary to bring in consideration the nature of activities that is significance for human being in all around the world (Aziri, 2011).

Many authors and researcher has defined the job satisfaction in different time differently according to their own knowledge. One of the definition given by (Spector, 1997) according to him job satisfaction is the individual feeling about the entire job, the individual feeling may be positive or negative. The individual may like or dislike the job.

(Aziri, 2011), suggested that the job satisfaction level lies in the range of satisfaction/ dissatisfaction of the employee. Job satisfaction is considered as the perceived feeling of an employee that how make successful an employee on his jobs which have deep relationship with performance level of an employee and well being of employee.

Furthermore(Jayan, 2013)argued about the job satisfaction that it is the feeling and belief of an individual that perceive about their current jobs. The individual have its own perceptive and feeling about the job. Every individual always perceive good about the job and organization where he works. It is considered that job satisfaction is multidimensional, because different individual viewed it in different ways.

In (2003) Rue and Byars stated that job satisfaction determined by few elements in working environment which mainly include financial package like salaries advancement, career opportunities, work group and work condition. Furthermore it is considered that the measuring scale for the job dissatisfaction or satisfaction and the outcome of the job will be there(Aziri, 2011).

Whenever the issue of job satisfaction is discussing there is also need to be consider the job dissatisfaction in order to be ensuring balance. As many scholars' views that the dissatisfied worker may not leave their job but the dissatisfaction can have bad impact on them, this bad

impact can be extended to their colleagues also and it can also have effect on the employee level of performance in the organization.

Job satisfaction is also critical Like organizational commitment to understand the behavior of the employee(Tett & Meyer, 1993), (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) enhancing performance, motivation, and to ensure an organization success (Mathieu & Zajac, 1990)(Tett & Meyer, 1993)

From the previous literature it has been identified that there are two main variables on which satisfaction of employee depends, are (A) organizational variables (B) personal variables.

2.4 A.   Organizational variable.

Determining employee satisfaction in the organization play an important role, because most of the life of the employee is in the organization, therefore there are some variable in the organization that effect the job satisfaction in the organization. The satisfaction level of the employee in the organization can be increased by managing and organizing the organizational factors or variables. Following ten are the variables which effect the satisfaction of the employee in the organization.

1. Organizational Development 2) policies of compensation and benefits   3)career development and promotion   4) Relation with supervisor5) security of job   6) working condition and environment 7) job satisfaction,   8) Work group   9) Leadership style   10)   other factors.

2.4.1 Organizational development

Organizational development is an organized and ongoing practice through which an effective organizationa1change can occur. The basic objective of the organizational development is to enable organization in adopting better to the fast changing external environment of new markets, regulations and technologies.

2.4.2 Polices of compensation and Benefits

Compensation is the reward that workers expect from the job he is doing. Employee should be satisfied with the salary package and the employee should also be satisfied with it, whenever the employee compares their pay package with those employees who are working in other same industry. The employee feels satisfaction when he received a reward on performing well. The compensation and benefit bring positive changes in the employee performance.

2.4.3 Promotion and career development

It is considered an important achievement in the life. It delivers to the employee more pay, authority, responsibility, and independent status. Therefore the promotion chances raise the level of the employee satisfaction. With proper promotion opportunities for the employee bring positive commitment in the employee with organization. Points which came under this class are as follow:

Opportunities for promotion, Trainings program, Opportunity for abilities and use skills.

2.4.4 Job satisfaction

It is necessary to utilize the skill of employee in the organization for longer period of time. Points in this regards are as following

Recognition, Responsibility, Job design, Task identity, Empowerment, Quantity of task, Difficulty level of task.

2.4.5 Job security

The confidence of an employee to be continuing his current job is called job security. When there is high level security of the job then the employee will have less probability of leaving the employment in the near future. Job security is affected by the performances of workers and also the success of an organization current economic situation. Job securities bring positive changes in the employee performance because the stress of unemployment leads to low performance of the employee.

2.4.6 Working environment and conditions

Mostly employees are motivated with good and favorable working conditions, because the good working situation or condition will provide the employee feeling toward safety, comfort and motivation. But on the other hand a bad working condition in the organization will brings a fear of bad health in the employees. If there is more comfortable working environment more will be the production in the mind of employees for the organization. The safe and attractive environment will attract well qualified worker toward the organization.

2.4.7 Relationship with supervisor

At every stage of an employment a good working relationship with the supervisor need to be present between them. The employee also need that there must be his professional outcome, general understanding and guiding supervision. An excellent supervision of an employee will make more productive and enable of doing an error free work.

2.4.8 Work Group

Naturally humane being interacts with each other so there for it is common fact that employees are present in group in the organization. These characteristics of human results in the formation of work group in the organizations. So the individual worker does not like the job. So the workgroup have remarkable influence on the employee satisfaction.

2.4.9 Leadership styles

The leadership style also greatly affects the satisfaction level of employee. The satisfaction level of the employee is greatly influenced by the democratic style leadership. Because democratic type leadership promotes closeness respect and deep association among the employees but on the other hand employee working under the supervision of authoritative and dictatorial leader expresses the employee satisfaction at low level. Leadership styles influence the performance of an employee. A good leader can lead a group in a good and constructive manner by removing errors time by time, inspite of giving punishment to the employees.

2.4.10 Other factors,

There are few variables that greatly effects the satisfaction level of employee in the organization are as under.

Group outgoing, Feedback and Encouragement, use of modern technology for performing job that is internet and other technology.

2.5 B. Personal Variables

The satisfaction of employee can also be related to the lot of personal variables and psychological factors to determine the employee satisfaction. Following five are some variables that come under this category. Personality, expectation, age, education, and Gender differences.

2.5.1 Personality

The individual personality can be determined by the psychological condition of the individual. Therefore those factors which determine the psychological conditions of individual areattitude, learning and perception.

2.5.2 Expectation-

The employee satisfaction level is affected by the expectation level of employee. If an individual get more than he or she expected the satisfaction level of the employee will be high but if an employee receive less than he or she expected than the satisfaction level will be become low. There for it is stated that the satisfaction of employee is affected by the expectation of the employee.

2.5.3 Age:-

Age is also considered the important determinant of the satisfaction of the employee, because the employees at young age are more energetic than the old age employee. So the young age employee will have more employee satisfaction than the old age employee. Now a day the competition between the organizations becomes very tough due to new talent and new technology. It is also clear that new technology can better operate by young employees than old age employees. Therefore the employees of young are more satisfied than those of the employee at old age of today world. Following are some of the main points which come under this category.

Young age employee are more satisfied due to possessing high level energy while old age employee are less satisfied because old age employee resist to accept new technology easily.

2.5.4 Education

Education is also one of the prominent determinants of employee satisfaction because it makes an employee enable for developing his or her career or personality. It develops and improves vision, thinking, wisdom and evaluation process. Those employees who are educated can easily know the environment and situation and handle any problem wisely.

2.5.5 Gender Difference

The race and gender are also few of the factors that also play an important role in the employee satisfaction. Female are likely to be satisfied more as compared to male because of the fairer sex. Women will be more satisfied than male if they are working in the same job.

2.6 The importance of employee satisfaction

Satisfaction of employee is important in two main areas as given below

Importance for the organization   Importance for the employee

2.6.1 Importance for the organization

The satisfaction of employee is important for the organization by the following ways

Enhance retention of employee, increase the productivity, increase satisfaction of customer, reduces the turnover intention, reducing the recruiting, training cost and Improve team work.

2.6.2 The importance for the employee

The employee works are more productive, the employees become more committed to the organization, and the employee will care about their work. The employee can utilize its full skills and abilities in the organization.

2.7 Relationship between Career Development & Organizational Commitment.

Litano et al. discusses the "Whole-life approach" on career development, addressing employee's work-life balance during his professional developments. The impact and involvement of organizational leadership has also been elaborated. Holland theory of career briefly describes the career choice and employee perception of career selection and moving the employee through various careers in life.

2.7.1 Theoretical Background of the study

This study is based on the Johan Holland theory of career choices and it is the most famous theory proposed by Holland et al (1967). According to this theory, individual perceive and adopt those career which is best suited with their personality, life style and genetics.

Johan Holland theory of career choices (RIASEC) states that people choose and want career that people around prefer and like that career. The individual will search for environment which let them to use their hidden skills and ability and express their views and attitude. People want to develop their careers according to their personality type. Holland theory is centered on six type of personality (Realistic, investigative, Artistic, Social, Enterprising, Conventional). This theory states that most people fit into one of six personality type. Moreover this theory states that the individual will be most satisfied if his/her profession is suited with the personality of the individual and strongly committed with that job otherwise the individual will search for his relevant career always. The Holland theory is the most famous and important theory in the history of literature and used by many other researcher for the justifications for their studies, similarly this theory was also used by C. Kyal and B. Cylan (2014).

Donald Super influences the idea that developing sense of self and state that change overtime is important when planning your career. Super argues that individual career is changing with the

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passage of time and experiences through various stages. The person career will develop with time. He categories this life career stages as below,

Growth stage is from (Birth-15), Exploration stage is from (15-24), Establishment stage is from (25-45), maintenance stage is from (45-64) and Decline stage is from (65 and above). On the basis of these stages person career changes to development time by time.

(Karavardar, 2014) also argued that organization should give attention on career growth and career related strategies to retain the talented and energetic employees that could create psychological interactions with its employees. The result of Karadavar conclude that the development of career impact positively on job satisfaction of employee and such satisfaction of the employee lead to the commitment with organization.

Shujaat et al. conducted a survey on banking sector and emphasized employee consciousness and satisfaction towards career development activities arranged by the organization.Kaya1 et al. worked on the analysis of developmental programs of career and organizational commitment. They argued that organizational commitment and careers development programs have partial role on the job satisfaction of employee.

The effectiveness of organization is directly re1ated to the effectiveness of employee career. The presence of career planning activities can bring more commitment in the present employees. The employees think and consider that remaining for long time on one position in the organization may be perceived as career barrier for the employee and have badly effect the employee commitment. Kanter (1980) grouped the workers in a formal organization into two main categories 'the moving versus the struck. These two groups of employee behave differently with having several different attitudes toward their jobs. In these the stuck group means having

less or lacking opportunities and has very adverse effects. That is it leads to very low aspiration, and there is no realistically expect from the stuck to advance very far, they trim their aspiration to suit the reality. Secondly the stuck group self esteem is reduced, these group not willing to take risk or to use their skill and compete further more in such environment. Thirdly the stuck become disengaged to their work. They know they are not to be advanced in their careers as a result they take no interest in work and don't show to utilize its full energy and skill for the organization and such condition may lead to turnover in high rate. Fourthly there is deep effect of stuck in the relationship of organization. The stuck" in such situation lose the sight of the big organizationa1 picture and instead form clique to keep their self-respect. The employees deep and strong interaction with their working environment also shows and determines their job organizational commitment and job involvement ((Rabinowitz, 1981). In the same way (Stumpf & Hartman, 1984)forced that higher perceived person job is positively related to organization commitment. The high order needs of the worker is significantly relates to organizationa1 commitment(Angle & Perry, 1981).(Steers, 1977) and (Verderber, Green, & Baugh, 1981) found positive and significant association between perceived job characteristics and organization commitment. This view was also supported by few other investigation that there is present relationship between career based variables and the interaction to remain on with the organization which is one of the important aspect of organizationa1 commitment.

(Hrebiniak & Alutto, 1972) discussed that there is positive association present between the advancement of career, job satisfaction and the tendency to turnover. There also present negative relationship between perception of upward movement and the propensity to leave among a service oriented organization. The above different conducted research identified that

career development has positive effect on job satisfaction and job satisfaction have positive impact on organizational commitment which decrease intention to leaving the organization.

Generally it is stated that professional commitment is empirically independent of organizational commitment and job involvement (G. J. Blau, 1986) and (Marrow, Bowers, & Seashore, 1967). Organizationa1 commitment has been widely accepted as the important variable in the working relationship. The technique to decrease the intention of the employee toward turnover from the organization by enhancing employee organization commitment (Raihan, 2012).

R. chordia, M.Sabhaewaol and D.Goodman (2017) conducted a cross sectional comparative study on affective JS and OC. In the study job satisfaction is consider most prominent and important antecedent of affective organizational commitment. Therefore the main focus was on the job satisfaction. The conclusion of the study reported that there is present positive and significant effect of job satisfaction on the organizational commitment.

Inside the organization, organization commitment may be defined as 'the attachment that is felt psychologically by the employee with the organization or psychological state of mind which can bring the individual very close to the organization (N. J. Allen & Meyer, 1990). This link with organization becomes strong which reduces the chances of turnover in the organization. With the reduction in turnover in the organization lead to saving time and cost of hiring and training the new employee.

Additionally(Karavardar, 2014)also argued that there is negative impact of organizationa1 commitment on the turnover intention of employee which means that if there is high organizational commitment then there will be low turnover intention of the employee to give off the organization. previous various similar result is correlated with other studies also

which found that high level commitment of the employees reports lower level intention of the employee to leave the company(C.-C. Lee, Huang, & Zhao, 2012), While (Raihan, 2012)argued that organizational commitment affect turnover intention significantly, which show that employee of the organization will want to stay within the organization due to they need to maintain advantages they derived from the organization.

Karavardar (2014) did a research work on the organizational career development and intention to leave the organization. The study was done in audit firms in Turkey. Purpose of the research study was to check the association between the career growth and turnover intention. The study reported that organization career growth, professional ability development, promotion speed, and remuneration increase negatively related to turnover. For the result a hierarchical multiple regressions was used for the analysis of data.

Ali AbaasAlbdour and Ikhlas I. Altarwaneh (2014) conducted his research study on the employee engagement and organizational commitment. The purpose of the study was to see the relationship between these variables, and to find out the impact of variable on each other. A self administered questionnaire was used for data collection from the different respondent about the research work. The survey was conducted to know the association between the variable in banking sector Jordon. The study reported that front line employees of the banks who have high job and organizational engagement will have high level of affective commitment, but on the other hand the engagement job positively affects continuance commitment.

The previous research studies show that career development is directly related with the organization commitment. For example if there is a career development program in an organization or the management has made a good career plane for the employee, then the

employee will be highly committed. On the other hand if there is less development opportunities for employee in the organization, then the employee will have less intention to commitment.

In the early stage an individual career, career commitment is relatively low. However with passage of time and increasing positive job involvement, clearer career goal, remuneration, promotion and, improving job satisfaction and attaining a better person-job fit, the individual might build his or her career commitment(Goulet & Singh, 2002);(Darden, Hampton, & Howell, 1989); (Meyer et al., 1993). It is suggested that an organizations provided career growth to the employees' career there to be able to meet employees' career goal, develop their professional abilities, and get rewards from organizations, then in return, the employee career commitment will be increased. The work from (Thomas, 2000)illustrated that, to met of career goal and new skills developed were positively associated with occupational attachment.

Another study has shown that career growth could be a predictor of career commitment (Qingxiong, 2010). In other words, the HR management practices that are used to grow employees' career growth might be able to meet employees' career goals, develop their professional abilities, and gain rewards from organizations, in turn, the career commitment of employees should be enhanced.

On the basis of these findings it is hypothesized that

H₁: There is present a positive, significant relationship between the Employees' perception of Career development and Organizational Commitment.

2.8 Relationship between Career Development &Job Satisfaction

T.Molla (2016) discussed that career development effect on employee job satisfaction and retention. The researcher also given the idea that organization should provide some level of flexibility in order to deliver developmental program that appear to be important to the employees. Moreover, T. Molla explained that organizations should also provide extent of flexibility to encourage developmental program that is important for employee satisfaction.

Kayal et al, discussed that career development programs directly and positively affect job satisfaction and organizational commitment. When the employees of the organization are ready to learn, then they show their attention in the progressive activities, as a result they get much satisfaction and try to retain themselves with their job which was lead to raise their performance(Antonacopoulou, 2000).Most companies involved in employee's career growth for the purpose of their shares towards employee job satisfaction and retention so that to utilize their full energy and skills to get the aim of the organization.   It was also discussed by Herzber's Motivation and Hygiene theory that certain factors at work place cause job satisfaction of the employee at work which are as follow.

2.8.1 Herzberg's Motivation and Hygiene theory.

This theory of Herzberg (1959-66) state that there are certain factors at work place that cause job satisfaction of the employee while few factors cause dissatisfaction of the employee. According to this theory individual are not satisfied at work place by completing the lower order need for example those need include minimum salaries, less opportunities for development and less comfortable working condition. And this is seemed parallel to Maslow theory of need hierarchy. This theory suggests that improve job attitude must increase job satisfaction at work

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place as well as retention of the employee within the organization. Herzberg Motivation theory is the most important theory and it has been used by many authors time to time and was also used by Tesgay Mulla (2016) Addis Ababa University in Ethopia.

Ahn, Min Kween et al (2015) performed research study in health sector among male nurse to see the relationship between OC, JS and turnover intention of the employee. Structured questionnaire was used for data collection from the male nurse employees. The data analysis was done through Statistical Package for Social Science software (SPSS). The result of the study after using SPSS supported that there is present a significant relationship in between organizational commitment, job satisfaction and turnover intention. There were also found significant relationship between turnover intention and organizational commitment. So it was concluded from the result of the study that to reduce turnover intention, than increase in JS and OC should be must.

In order to develop the desired knowledge, skill and capabilities of employees to do well on the job, need effective employee growth program that might also affect employee motivation and commitment used to retain the talented employees (Meyer & Allen, 1991)). If an employee see that his/her career is advancing in the organization where he/she works, then such employee will be highly satisfied from the job. The employee is satisfied due to his/her bright future, because he seems himself/herself bright in the organization where he is currently working.

Koech Mary Chemli (2003) perform a research work and conducted a survey in commercial bank of Nairobi, in which he tried to find out the relationship between job satisfaction and career development. The study was conducted to find out the association between the variables of job satisfaction and career development. Questionnaires were distributed and recollected for the collection of data. The data collected was analyzed by using

different techniques like, descriptive statistics, correlation and regression analysis. The result of the study reported that those employees which were provide opportunities were satisfied with career development. So it was also concluded form the results that the commercial bank of Nairobi can do a lot if they provide opportunities for the employee career development only.

MS. Chetna Pandey, MRS RajniKhare (2012) conducted their research work to examine the impact of organizational commitment and job satisfaction on employee loyalty. For the completion of the research a technique of survey was used. The finding of the study reported that there was positive association between organizational commitment and job satisfaction. Study of the report also provided that there was a positive relation between organizational commitment, employeejob satisfaction, and employee loyalty with the organization.

Raja Muhammad Ali and Dr. Faraz Ahmad Wajidi (2013) conducted a research work on the factors influencing job satisfaction in health sector. Purpose of the study was to examine those factors which may cause to effect on the employee job satisfaction. A survey was conducted for completing research data. Result of the research study reported that there is a high association between opportunity for career development, promotional and working time with the job satisfaction.

Tung N. Nguyen et al (2014) conducted a research work to find out those factors that are affecting the organization commitment of the employee. Bank employees were chosen for the study. The basic purpose of the study was to investigate the basic factors that affect on organizational commitment of the employees. For the collection of data for the research a questionnaire survey was used. The study result reported that job satisfaction is a path way to bridge this set of organizational commitment.

Finally the result of the surveys stated two main significant finding: in which the first one is "the administrative ability to properly plan for example setup goals and polices and after that manage it (for example, monitoring the employee progress in career paths) and to motivate employees to enhance their career satisfaction, career program was found (Theodossiou, I., & Zangelis, A. 2009), and career commitment (Ferreira et al., 2007; Hirschi, 2009). The results of study indicated that career development program cause satisfaction of the employee job satisfaction. So on the basis of the above research studies we can hypothesis as follow.

H 2: There is positive and significant relationship between employee perception of Career Development and Job Satisfaction.

2.9   **Job satisfaction and Organizational Commitment**

Mark. R. TESTA (2001) conducted a research work to examine the relationship between job satisfaction and organizational commitment in the service environment. The finding of the research work has given the result that here is present a positive and significant relationship between the organizational commitment and job satisfaction variables.

2.9.1   Social exchange theory

According with the social exchange theory (P. Blau, 1964) supposed that the more promoted and encouraged workers feel happy through the organization and is most likely to be committed and show involvement to the organization and have less intention to give off the organization. Based on the social exchange it is suggested that when individual perceive that

there is good social exchange relationship with the organization then in such case employees had strong affiliation and commitment with organization.

It is also reflected that how Job satisfaction reflect the need and wants of the employee in the organization (Davis,1994).So in such situation, if the career growth is accomplished, then it become clear that the employee is highly satisfied from the present job he is engaged with, thus there will be less intention of the employee to leave the organization. Otherwise, the advantage of best career growth will go to other organization and thus the turnover intention will lead a high cost for the current organization.

`   The present definition of job satisfaction is mostly related with individual's negative or positive feelings of the employees about their jobs (X. Yang & Wang, 2013). It is also defined neutrally (X. Yang & Wang, 2013)as the response of the employee to what he or she gets from that job, that is his or her work environment(Gordon, 2011)

Javad Eslami and Davood Ghorakhani (2012) performed research work on the job satisfaction and organizational commitment. They used questionnaire for gathering data to see the association between the variables of organizational commitment and job satisfaction. The result of their work indicated that there are three main factors of job satisfaction (i-e promotion, personal relationship and favorable work condition) have positively and significantly influence organizational commitment.

As Job satisfaction is also as critical like organizational commitment to understand the behavior of employee (Tett & Meyer, 1993) and (Meyer et al., 2002), enhancing motivation, performance, and to ensure the organization success (MathieuandZajac1990;Perryand Wise 1990; (Tett & Meyer, 1993)

(Meyer et al., 1993), discussed that when employee are fully satisfied by their organizations, their perception towards commitment will be affected positively

Meyer, Allen & Smith, in (1993) defined affective commitment in the words follow as loyalty and willingness of the employee to stay with the organization.

Shujaat et al.(2013) conducted a survey on banking sector and emphasized employee consciousness and satisfaction towards career development activities arranged by the organization. They argued that development of career programs and organizational commitment have partial role on the job satisfaction of the employee.

(Hodson, 1991)generally discussed job satisfaction as "job satisfaction refers to a common feeling of the individual toward the job or towards some other dimension of the job. Previous studies of Research about satisfaction of job is mainly discussed the effect on employee turnover intention(Grissom, Nicholson-Crotty, & Keiser, 2012), employee commitment level (Hartmann, Rutherford, Feinberg, & Anderson, 2014); (Sieger, Bernhard, & Frey, 2011), and the employee level of absenteeism (Mueller & Price, 1990). Studies about satisfaction of job can be categories into three main classifications. In the first classification, the job satisfaction can be viewed as a dependent variables in which the objective of those elements is identified that have effect on the job satisfaction ((Vidal, Valle, & Aragón, 2007); (Wu, 2013); (J.-T. Yang, 2010).

In this approach the element consider are consist of the characteristics of work, perception of work environment and attributes of the individual. In classification second, the research considers job satisfaction as an intermediate variable by considering the attributes of the

employee environment where the work of the employee and the turnover effect of the employee(Kurland & Hasson-Gilad, 2015); (Kwan, 2011).

Darwish Abulrahman Yousef (2015) performed a research work on the OC and JS (job satisfaction) and the attitudes toward which organizational changes occur. In his research study investigated the direct and indirect relationship oforganizationa1 commitment, job satisfaction, and the feeling and thought toward organizational change were examined. He concluded in his research that satisfaction level of employee in departments were high with supervision and co workers but on the other hand the employee were less satisfied with the work condition as well as job security. His result of study further concluded that the employee were less satisfied with the pay and promotion facets of their job.

The outcomes of the study of the research showed that almost all the determinants can have indirect impact on the OC through the variable job satisfaction (Williams & Hazer, 1986). In the third classification of the study job satisfaction, the variable job satisfaction is consider as an independent variable of the study and its effect on different variables.

Researcher discussed that the job satisfaction is connected with the result of the organization, that is turnover (Thatcher, Stepina, & Boyle, 2002), absenteeism (Borgogni, Russo, Miraglia, & Vecchione, 2013), work stress(Judge, Ilies, & Zhang, 2012)and performance of job (Azadeh & Ahranjani, 2014).

In reality it is unclear that whether job satisfaction cause an organizationa1 commitment or organizational commitment cause in the higher level Job Satisfaction, the study show that JS and OC are highly connected with the result of the organization, for example it will highly effect turnover, job performance and absenteeism of the employee in the organization(Mathieu &Zajac,

1990)(Testa, 2001).The payment of Employee is globally related to the satisfaction of the employee and it is deeply concerned to the facet of pay satisfaction of the employee. One other important facets of the job satisfaction is promotion. It provide to individual some chances for growth, it also provide social and better position and responsibility to individual in an organization(Robbins, 1998). A behavior of supervisor is the another antecedent of the employee job satisfaction(Spector, 1997). The employee can achieve a high level of satisfaction if the current supervisor compensate, appreciate, and guides him in a friendly manner and environment (Robbins, 1998).

(Spector, 1997), discussed two main kinds of fringe benefits, one is monetary benefits and the other is non monetary benefits. Supportive and friendly co-worker can help each other and can help to increase the level of job satisfaction, and the employee in friendly and supportive environment can learn more and more from each other in the organization. If the employee is appreciated on doing well then he feel his job more satisfactory and become more committed with the job (Ducharme & Martin, 2000). Consider the fact that there is a conflict regarding the causal relationship of the organizational commitment and job satisfaction; it is very clear that job satisfaction and organizational commitment links those variables that can affect the organizational output/results. These both variables impact each other positively. For example when there is present job satisfaction of an employee in organization then the employee definitely be more committed with the organization and the employee will do positively for the organization performance, but on the other hand we can say that if the employee is committed with the organization then we can say that the employee must be satisfied from the work or organization where he perform his duty.

Most of the researcher explained that job satisfaction causally come first before organizationa1 commitment come (Williams & Hazer, 1986), (DeCotiis & Summers, 1987; Tett & Meyer, 1993).

Therefore from the previous studies it becomes clear that organizationa1 commitment occur due to the employee job satisfaction in the organization. If employee is highly satisfied in the organizational environment then employee must be highly committed with the company or organization and on the other hand if employee is not satisfied to a high level from the working environment or any other reason then, he may not be committed with the organization.

Hojops Odoch and Sudi Nangoli (2014) conducted research to find out the relation between job satisfaction and organizational commitment in Uganda College of Commerce. Structure questionnaire were distributed for the data collection from the respondents. The gathered data was analyzed through SPSS soft ware. He concluded that there is positive and significant effect of job satisfaction on organizational commitment.

JS and OC are the most popular research studies of work related attitudes however there is present contradiction to the causal relationship. Most of the proof whether they are empirical and theoretical suggests that job satisfaction is an antecedent to OC, it was discussed by(S. P. Brown & Peterson, 1994).

However there found help for the job satisfaction as an outcome of OC(Bateman & Strasser, 1984). No evidence was found there for supporting a causal relationship but he found that there is present a high correlation (Koslowksy, Caspy, & Lazar, 1991). So finding was very similar with the previous studies or discussion in which both the variables include(Knoop, 1995).

Moreover the causal sequence question is still pending. It is understood that organizational commitment and satisfaction from job are very closely connected to each other variables which affect the outcome of the organization such as the intention toward turnover of the employees (Shore & Martin, 1989), absenteeism (Sagie, 1998), turnover (S. P. Brown & Peterson, 1993), and performance of work(Shore & Martin, 1989).

Most of the previous researches that relates with the organizational commitment has found that there is negative relationship between the organizational commitment and turnover intention of the employees, and on the other hand there is found positive relationship of organizational commitment with the job satisfaction of the employees(C.-C. Lee et al., 2012), (Raihan, 2012); (Qingxiong Weng & McElroy, 2012). But from the previous material of literature it is supported that organizationa1 commitment can have one of the strongest and imperative predictor of turnover intention of employee and the job satisfaction of the employee.

Both organizational commitment and JS further more lined with in the service environment, such as citizenship behaviors (Williams & Anderson, 1991)and the behaviors of prosocial (Bettencourt & Brown, 1997).

(Naylor, Pritchard, & Ilgen, 2013)give a functional definition about effort and suggesting it as the energy that totally spent on an act per unit time duration is called effort (S. P. Brown & Peterson, 1994)gave definition of an effort as "that energy, force or activity by which work is completed during timework".

(S. P. Brown & Peterson, 1994) also discussed about the effort and suggested that effort make the motivation work performance relationship moderates and is very important. In the service environment effort is also an important construct as customers evaluation of quality of

service are directly linked with the performance of the worker in service organization. The Relation model was developed by (Bagozzi, 1992) and supported the link among JS, organizational commitment and service effort in the organization.

On the basis of the above studies we can hypothesis as follow.

H3: There present positive and significant relationship between employee job satisfaction and Organizational Commitment.

2.10 The Mediating Role of job satisfaction

Sobia Shujaat et al (2013) conducted research to see the link in between job satisfaction and career development opportunities. The study was conducted on private bank sector Karachi Pakistan. It was concluded that positive relationship was present there between employee job satisfaction and the employee career development.

Naser Valaei, Sajad Rezaei (2016) performed a research to find out the association between organizationa1 commitment and job satisfaction of employee. The concluded result stated about the promotion, payment, coworker communication and operating procedure that positively affect organizational commitment.

Agba, A.M. Ogaboh et al (2010) performed a research work to study the relationship between career development and employee commitment in industrial organization Nigeria. The result of the study stated that career development influence employee commitment significantly.

Ahmad Hussain Khan and Muhammad Aleem (2014) conducted a research on the impact of employee turnover and job satisfaction. The aim of the research study was to check out the

relationships among jobs satisfaction and employee turnover in a health sector Pakistan. A questionnaire were distributed and recollected from the respondent of targeted population. For the analysis of data through Statistical Package for Social Sciences (SPSS) software the regression, correlation and descriptive statistic technique was used. The research finding reported that there are few variables that play an important role and have effect on the job satisfaction. These variables are, pay, promotion, working condition and Nature of work.

A Ishaque, K Shehzad (2016) performed a research work to find out an impact of internal marketing on the behavior of employee, with a job satisfaction as mediating role. The basic purpose of their research was to see the actual relationship present between these variables. Data from the respondent was collect through well and clear questionnaire. For the analysis of data regression, descriptive statistic and correlation techniques were used. From the result it was found that there was present positive and significant association between employee job satisfaction and internal marketing, job performance of the employee and organizational citizenship behavior.

Kaya1 et al (2014) addressed the role of CD and OC on job satisfaction which according to author stands partial. Another argument explained that organizational commitment has its positive and direct affect while career development program carries no impact on job satisfaction. From the research studies it is clear that job satisfaction play mediating role between the career development and organizational commitment. If the employee in the organization is seeing its career path smooth then he will be more satisfied from the job. Means its job satisfaction level is high, if the employee is satisfied from the career development activities in the organization, then he must be more committed with the organization but if there seem no

career development opportunities for employee then he will have less attention toward commitment with the organization.

The job satisfaction level of employee will be high if there are present career development opportunities for him because in this situation he never thinks to leave the organization. As employee never think to leave the organization, means he is highly committed with the organization goals and objective. With best opportunities for employee career development in the organization give positive feeling to the employee from the job he is doing; when employee is most satisfied he must be committed too with the organization. It shows that there present mediating role of JS between CD and OC.

(Sims, 2002) argued that employees perceived career development as a positive feature because this leads to job security and the employee want to remain with the organization for long time. (Naylor et al., 2013)reached to the result that developmental program for employee has positive effect and cause job satisfaction and organization commitment.(Roehl & Swerdlow, 1999) argued that the high or more chances of career development for employee in the organization reduces the chances of employee intention to leave the organization.

Numbers of different studies identified that there is a positive and significant relation in between organizational commitment, career development, and employee job satisfaction(Brief, 1998),(K. Bartlett & Kang, 2004),(Zehra, 2016), (Faridi, Baloch, & Wajidi, 2017).

Overall most researcher has found that organizational commitment has treated as a dependent variable and job satisfaction treated as an independent variable (Gaertner, 1999); (Mowday et al., 1982).(Mowday et al., 1982)suggested that job satisfaction and organizational commitment may be seen in different styles. Job satisfaction is an employee response to a

particular job related issues that is facing to the employee in the work environment while, commitment is globally consider a response of an employee to an organization.

(Adekola, 2012) saw that job satisfaction has greatly influenced the organizational commitment among the employees of restaurant and the results found showed that level of employee satisfaction would expect commitment to organization. The analysis of (Gaertner, 1999)analyzed some determinants of (workload, pay, promotional chances, distributive justice, supervisory support, etc.) job satisfaction and organizational commitment.

In (1994) Heskett et al found that more satisfied workers or employees perform positively which lead to an improved organization identification of variables which affect the satisfaction level of an employee and the impact on the organization performance level as well.

In one other research study it is identified that job satisfaction of the employee effect the size and amount of productivity of the employee, absenteeism of the employee and the employee retention in the organization (D. R. Allen & Wilburn, 2002). So the company failure or success depend directly upon the employee satisfaction who make productive and growing up that company, that the retaining of competitive and talented staff is very important and is significant to the success of an organization, (Freeman, 2005). Whenever the employee is more satisfied, the turnover rate and absenteeism is less there, (Maloney & McFillen, 1986). On the other hand (Judge & Hulin, 1993) concluded that the employee satisfaction is positively correlated with organizational commitment, motivation, job performance, mental health, and life satisfaction, and is negatively correlated to turnover, absenteeism and perceived stress.

(Rousseau, 1978)found that there are three components for the satisfaction of employee. These are the characteristics of the organization, job task factors and personal characteristics. The researcher of human relations argued that satisfaction of employee can be achieved if there

is present a positive and attractive orgnzationa1 environment for the employee. The sentiment of job satisfaction of the employee are important because of they can find out collaborative effort and the employee become actually more loyal and committed with the progress and development of the organization. The employee will perform better if they are satisfied from the work environment present in the organization. (Harter, Schmidt, & Hayes, 2002) conducted a research study on 7939 different business units and in thirty six different organizations. It was noted that, it is not necessary that satisfied employees may be loyal or loyal employee in the organization may always be satisfied with their job, it also cannot be ignored that the basic fuel for the loyalty is the job satisfaction of the employee in the organization. After all these facts it was conducted that the more satisfied employee regarding his/her working conditions may be more psychologically committed with the organization. In the previous work done by researcher it is identified that there is a deep association regarding employee job satisfaction and customer satisfaction, Which lead to organizational commitment of the employee and as a result its bring more revenue in the future. Almost all organization at all level should try to best evaluate and know that why employees leave an organization or what is the root cause of their dissatisfaction. The head of the organization should to know that where the problem lies? Is it benefit or earning? Does the employee want to do something with job quality or workplace? Is there lack of growth or lack of appreciation for the employee? So the management should to engaged the employee happy always, because of to set the employee mind set to stay with the organization. Retaining or staying of such happy employee is critical for the organization success, because, if the employees are happy from the job he must be committed with the organization. It concluded that the job satisfaction playing an important role between the organizational commitment and career development. The job satisfaction is playing a mediating role between organizational

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commitments, career development. So, on the basis of the above research studies it has been hypothesized as follow.

H4: Employee Job Satisfaction mediates the relationship among Employee Perception of Career Development and Organizational Commitment.
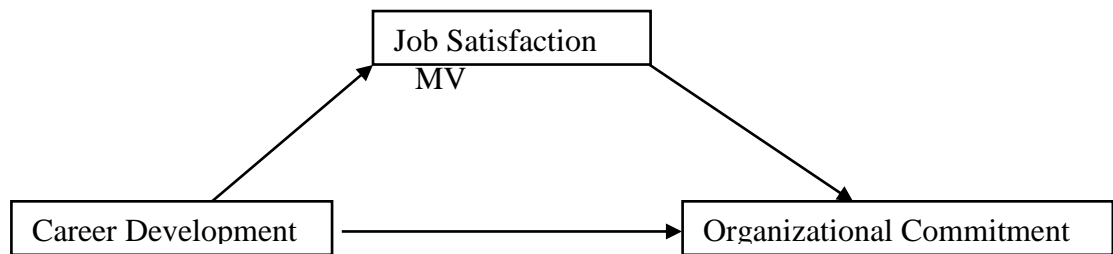
2.11 **Proposed Model**

Fig. 1   Proposed Model

CHAPTER 3

METHODOLOGY

3.1 Research Design

The collection and arrangement of data in such a manner that it give out a clear and relevant purpose (Sellitz, Jahoda, Deutsch & Cook., 1965) it was also discussed by (Terre Blanche and Durrheim (1999). A good design of the research observations gives different observation from the other research observations. The research design gives the detail about the time, setting and types etc. The overall details about the arrangement of the research are almost present in the research design.

3.2 Research philosophy

The research philosophy adopted for this study is positivism and this approach again led to quantitative approach and as it is deductive in nature and going from broad to narrow, Sunder et. al (2007). The researcher selected the quantitative and deductive approach and went for cross sectional type data collection technique, because there was a short time limit for researcher to complete this research work.

3.3 Research methodology

The sample is taken from the total population for the analysis of data (Kerlinger& Lee, 2000). Questionnaires were used for the collection of data from the respondent for this research. These types of study show that career development have a positive impact on organizational commitment and job satisfaction. It is based on the self generated perception of the different respondents about these variables. In a survey research design it is most important to measure the perceptions of different respondents, because in this way a large number of data can be gathered

from larger population. According to Burns (2000) there are basic two important benefits of this survey. One of the advantage is that it will make respondent able to answer the question at their own will and it makes accuracy in the respondents responses. The second advantage of survey method is that it uses a set of such questions which are same phrased just same to the every respondent and eliminates the similarities of the words delivered. The collection of quantitative data in pre format for the analysis of data is called survey method.

There are two types of survey in according to Rung thusanatham, that is descriptive survey and relational survey. In descriptive survey the current issue and state of the affairs is study but in the second survey i.e. relational survey the relationship between dependents and independent variable is study. There for in this current study of research the researcher only study the second survey (relational survey) design because in this study the researcher want to explore the relationship between the different perception of the employee that are, career development, organizational commitment with mediation role of employee jobs satisfactions. In this survey the researcher uses the three variables i.e. career development, organizational commitment and job satisfaction. In which CD is an independent variable, OC is dependent variable and job satisfaction is playing the role of mediating variable in the study. The researcher wants to see the association in between these variables.

3.4 Study plan

In this study the respondents are the contract employees of FATA Secretariat Peshawar and they have been contacted during duties hours and filled the questionnaires provided to them in free relax time. There have been no artificial setting was given for the study.

3.5   **Time plan for the study**

It has been decided by the researcher to collect in summer, 2019 from the contract employees FATA Secretariat Peshawar. The data collected in summer, because the researcher is a school teacher and he was fully free in summer vacations. Therefore he took advantage from the summer vacations and collected data for his research. As the researcher was free all the time for collecting data, therefore he would like to contact employee for their free time during working hours only. Because sometime the employees in the organization were very busy and they could not give their precious time. Therefore the researcher would like to contact the employee in those time in which they were free for a fare response. Because the employees in the free time would fill the questionnaire with full attention but in busy time schedule they would refuse to fill or even would like to fill the questionnaire without thinking.

3.6   **Target population**

The targeted population for the research study is the entire contractual employees of FATA working in various tribal districts (Ex Fata Agencies) which are working under head department FATA Secretariat Peshawar. The research is on the individual attitude towards career development, organizational commitment, with mediating role of employee job satisfaction. As in past the researcher was part of the contract employees in FATA Secretariat Peshawar therefore he was interested to study this population (contractual employee in Ex tribal Agencies) in his research.

3.7   **Population Sample**

The sample for the study is the employees working only inside head department FATA Secretariat Peshawar. As the whole targeted population working under FATA Secretariat Peshawar is dispersed in different tribal districts (ex Tribal Agencies), so it was not possible to

study the whole population due to security reasons in tribal districts. Therefore the alternative solution to this was sampling. As the employees working inside FATA Secretariat Peshawar and all the employees working in different tribal districts had similar challenges, therefore it has been decided to use sampling technique for all these employees. As the researcher has easy excess to the employees working inside FATA Secretariat Peshawar. Therefore were taken as sample for this study.

McMillan (2002) discussed that the main purpose of sampling technique is to find such group of individuals that can best represent a large group in case of the quantitative research or they can provide such specific information needed for them. Sampling is of main two types. In which one is called the probability sampling and the other one is called the non probability sampling.

3.8   Sampling Procedure

Details of the sampling procedure are given as follows.

One of the procedures for study of the population was to study the sample for the research study that isthe contract employee of working inside FATA Secretariat Peshawar.

All the contract employees working under FATA Secretariat Peshawar were divided into two main categories on the basis of their geographical locations. One which works in different tribal districts (ex Tribal Agencies) and the second were those employees who work inside FATA Secretariat district Peshawar.

The researcher contacted the employee for study under formal permission from the head of the department. The researchers first convinced the head of the department for taking permission and show the clear purpose of the study in front of him.

Convenience sampling technique was decided to use. It was also ensured that population element have different representation on the basis of demographic factors that is gender, age, marital status and the education level.

Employees were contacted to fill up the questionnaires according to the sampling frame. Total 300 questionnaires were distributed to the employees to fill and it was also ensured that their privacy will not be disclosed. The purpose of the study was clearly mentioned on the note attached as first page with questionnaire.

The researcher provides two weeks time for fulfilling the questionnaires from respondents. Remainder was given after one week. Two weeks later the researcher went for the collection of distributed questionnaire from the respondents. Some of the given questionnaires were also not filled after two weeks. For the missing questionnaires the researcher again contacted next week to the respondents and received the remaining questionnaires except few of them were also not received that time as well.

As with all the best effort from researcher the questionnaires that were distributed were not totally received to the researcher back but the researcher seemed satisfied because the response rate was high. This was discussed by Gautam et al., (2005) that the response rate is almost high in Asian countries.

3.9   The Demographic Characteristics of the Respondents

There are 06 different demographic characteristics in this research study. The first one is designation under which four points those are, assistants, officers, deputy directors, and managers. The second aspect was the employee job (tenure) in the projects/ organization which was measured under five different points (options) that is, less than 1 year, 1-3 years, 4-5 years,

6-10 years, and more than 10 years. The employee qualification was the third aspect which was measure in four different points that are Bachelors, Masters, M.Phill/MS and PHD. Fourth aspect gender and it measured into two different male and female categories. The fifth and second last aspect was marital status which was categorized into married and unmarried. The sixth and last aspect was age which was measured into different categories which were from age 25-35 years, age 36-45 years, age 46-55 years, 56 and above years of age.

3.9.1 Designation:

Respondent designations having four different options as shown in the table 3.1 In this study the Assistant contribute to 31.2 percent, Officers contribute 39.5 percent, Deputy Director 13 percent and managers contribute 16.3 percent, which show that the maximum contribution is of officer which is 39.5 and minimum is of Deputy Directors which is 13 percent only.

TABLE 3.1   Designation of the respondents

Designations	Frequency	Percent	Valid percent	Commutative percent
Assistants	86	31.2	31.2	31.2
Officers 17th Scale	109	39.5	39.5	70.7
Deputy Directors	36	13	13	83.7
Managers	45	16.3	16.3	100

3.9.2 Tenure in Present Organization:

Four options were given to the respondents about tenure in their present organization/project. These four options are presented in the table 3.2 below. In this table the

maximum percentage is of 1-3 years tenure which is 33.3 percent and minimum percentage is of tenure more than ten years which is 7.2 percent, the second highest percentage of tenure 4-5 years which is 31.9 percent and the second lowest tenure percentage is of 6-10 years which is 14.9 percent.

TABLE 3.2   Tenure of Respondents.

Tenures	Frequency	Percent	Valid percent	Commutative percent
Less than one year	35	12.7	12.7	12.7
1-3 years	92	33.3	33.3	46
4-5 years	88	31.9	31.9	77.9
6-10 years	41	14.9	14.9	92.8
More than 10 years	20	7.2	7.2	100

3.9.3   Qualification:

It was also measured under four different categories' as represented in the table 3.3 below. In this table the maximum percentages of the respondent belong to Master degree, Bachelor respondent percentage is 4.7 percent, M.Phill/MS percentage is 20.3 percent. The minimum value of the respondent is from PHD which is 0.7 percent.

TABLE 3.3   Qualification of Respondents

Qualification	Frequency	Percent	Valid percent	Commutative percent
Bachelor	13	4.7	4.7	4.7
Master	205	74.3	74.3	79
M Phill/ MS	56	20.3	20.3	99.3
PHD	2	.7	.7	100

3.9.4   Gender:

Gender was taken in two categories male and female as shown in the table 3.4. In this table options are present male and female. In which the male contribution is 90.6 percent and female contribution is 9.4 percent.

TABLE 3.4   Gender of Respondents

Gender	Frequency	Percent	Valid percent	Commutative percent
Male	250	90.6	90.6	90.6
Female	26	9.4	9.4	100

3.9.5 **Age of the respondents.**

Four options were given for the respondent to mark the one according to your age as shown in table 3.5. The percentage of age 25-35 is maximum i.e 55 percent, the age between 36-45 is 31.9 percent, the respondent belong to the age between 46- 55 percent is 11.2 percent and the minimum percentage is of age 56 and above contribute only 1.4 percent.

TABLE 3.5   Age of the Respondents

Age	Frequency	Percent	Valid percent	Commutative percent
25-35	153	55.4	55.4	55.4
36-45	88	31.9	31.9	87.3
46-55	31	11.2	11.2	98.6
56 and above	4	1.4	1.4	100

3.10 **Used Scales**

For measuring of the different variables of this study different scales have been used to check out the link between the different variables as shown in below

For employee perception of career development: TesgayeMulla (2016)

For organizational commitment: Marsden et al., (1993)

For Job satisfaction: Tesgaye Mulla (2016)

Sr No.	Variable Name	Author	No. of Items
1	Career development	TesgayeMulla (2016)	5
2	Organization commitment	(Marsden et al., 1993)	6
3	Job satisfaction	TesgayeMulla (2016)	11

3.11 **Method for the Collection of Data**

3.11.1 Questionnaire Administration

For all the variables of this study a good questionnaire which is well administered was used including set of questions in English language. So it could not a have been a problem for the respondents because the respondents were not less than graduate level. As in Pakistan English is not a national nor any local language but in Pakistan every graduate can easily understand English language even if they can never speak fluently but they can understand and able to fill the questionnaire without any problem. In Pakistani educational system English is mandatory from prep to doctoral level therefore upto graduation level they learn and feel English as easy like national language Urdu. Therefore it was decided to scale without using translation. A cover letter with questionnaire was presented for the respondent that made clear the main objectives of the study and it was also ensured in this letter that the respondent privacy will not be disclosed at any time and level. Although questionnaire was not very lengthy, therefore in cover letter it was cleared that it will not take much of your time. It was also added in the cover letter that whenever giving answer to the question, think that this question is for you only give answer on your own perspective. To avoid any confusion the researcher divided the questionnaire into different sections. The first section (A) was about basic demographic data, i.e

age, gender, educational background, and tenure etc. The Section B was for measuring career development, organizational commitment and job satisfaction. At last of the questionnaire a thank note was added and appreciating the respondent for completing the survey form and time taken. After completing the questionnaire the researcher distributed it in the respondent and giving two weeks time for completion. After two weeks the researcher followed up for the questionnaire and collected most of the questionnaires and about 24 questionnaires were missing in the different offices of the employees.

3.11.2 Managing of the Received Questionnaires

The received questionnaires were examined carefully. Researcher found that all questionnaires were not fully received from the respondents. Out of 300, total 276 questionnaires were received. The researcher arranged the received questionnaires and coded the data in SPSS (Statistical Package for Social Science) software for further analysis like descriptive statistic, Reliability, validity, correlations analysis and Regression analysis etc to find out the different values. The different values show the different results like the P values is significant if it is less than 0.05 and it show that hypothesis are good. Similarly if F values is greater than 4 than it show that the model is fit, T values must be between -2 and +2. Now we will check the coded data below through the SPSS (Statistical Package for Social Science) software to run the different responses of the different questionnaires. The results of this analysis are shown in the upcoming tables.

3.12 Data Analysis Method

3.12.1 Reliability.

The reliability of Scales was checked by using of Cronbach alpha technique. According to (Cronbach,1951),Coefficient alpha is considered the guide of the internal consistency or

reliability of measures and it become common practice in almost all social science research work in which can be measured. The alpha reliability of the all three variables career development, organizationa1 commitment and job satisfaction are shown in the table 3.6 were good above .70 that proves that data obtained was reliable enough which enable to proceed further analysis in the data to give good results.

TABLE 3.6   Reliability Scales

Variable name	no of items	Cronbach alpha
Career Development	5	.716
Organizational Commitment	6	.793
Job Satisfaction	11	.767

The results of the above overall Cronbach alpha value show that the dependent and independent variables has fulfilled the minimum required reliability (Cronbach alpha>.70), the above table show the reliability of the data collected on this study. Job satisfaction showing .767 Cronbach alpha which means that the data is reliable collected on this particular variable. Moreover it also show that the data obtained for the research is reliable for further analysis in this research. Organizational commitment showing .793 Cronbach alphas which means that this data is also reliable collected on this particular variable, and the career development showing .716 Cronbach alpha which means that this value is also reliable for the data collected on this variable.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 **Descriptive statistic**

The descriptive statistics of the study are shown in the table 4.1 below. In this table there are four columns, in which the variables are shown in the column 1 from left, in column 2 show the total observations for the entire variable and it is clear that for every single variable there are total 276 observation. The column 3 of the table show the mean values for all variables. In column 4 of the table the values of standard deviation are represented. The mean value for career development is 3.5623 and standard deviation value is 0.50915, similarly the mean values for organizational commitment is 2.9734 and standard deviation is 0.52886 and the mean value for job satisfaction is 3.5912 and standard deviation is 0.43536. So the given result shows that the deviation of the data from the mean is not very high and is at acceptable range.

TABLE 4.1

	N	Mean	Standard deviation
Career Development	276	3.5623	0.50915
Org Commitment	276	2.9734	0.52886
Job Satisfaction	276	3.5912	0.43536
Valid N(list wise)	276		

4.2 **Correlations**

Correlation analysis as shown in the table 4.6 the results show the correlation analysis of the data. The researcher has observed that correlation always lies between 0 and 1. The results shows that the correlation r is 0.263 between OC and job satisfaction which determines that there is present positive correlation in between these two variables the correlation between Career development and Organizational commitment is 0.219 which demonstrate that there is also present positive correlation in between these two variables. The result also show positive correlation between Job satisfaction and Career development as, the positive value of r=0.371**shows that there is significant moderate positive correlation between these two variables.

TABLE 4.2

	Organizational commitment	Job satisfaction	Career development
Organizational commitment	1		
Job satisfaction	.263 **	1	
Career development	.219**	.371**	1

** The Correlation is significant at the 0.01 level

4.3   **Regression**

For measuring the variations that occurs in dependent variables that is caused due to independent variables, the regression analysis was carried out. According to the proposed model an independent variable is career development and was causing change in the dependent variable (organizational commitment) while job satisfaction of the employee was playing mediating role in the re1ationship in between the career development and organizational commitment and career development and job satisfaction. For the purpose to check 1, 2, 3 and 4 hypothesis simple linear regression analysis was developed by using SPSS (Statistical package for Social Science) software.

4.3.1   **The Regression analysis for Career Development and the Organizationa1 Commitment**

The Regression analysis was done by putting the career development as independent variable and organizationa1commitment as dependent variable in SPSS (statistical package for social science) and given the results as shown in the 4.7 table, and it has been indicated that career development impact the organizational commitment positively and significantly as shown in given table in which, t value is 3.717, p value is 0.000, Beta value is .219 and R square is .048. So t value and p value is at acceptable range. It means that unit change occur in career development will bring about .219 unit change in organizational commitment. Results also concluded that the hypothesis one is acceptable.

TABLE 4.3   Organizational commitment

	B	t-value	P value (Sig)
Career development	.219	3.717	.000

4.3.2 The Regression analysis for Career Development and Job Satisfaction

Linear regression analysis was performed between career development and job satisfaction by putting career development as independent variable and job satisfaction as dependent variable in SPSS software and given the results as in the table 4.8that indicates that career development has significant and positive impact on the job satisfaction of the employee. As in the given table, t value is 6.603, p value is .000, beta value is .371 and R-square is .137. So, t value and p value is at acceptable range. It means that due to unit change in career development will bring about .371 unit change in job satisfaction. This result also concluded that hypothesis two is acceptable.

TABLE 4.4   Job satisfaction

Variable	B	t-value	P value (Sig)
Career development	.371	6.603	.000

4.3.3 Regression analysis for organizational commitment and Job Satisfaction:

Linear regression analysis was done for organizational commitment and job satisfaction by putting job satisfaction as independent variable and Organizational commitment as dependent variable in SPSS software and given the results as in the 4.9 table, which indicates that job satisfaction has significant and positive impact on organizational commitment. As in table, t

value is 4.513, p value is .000, beta value =0.263 and R-square =0.069. So, value of t and p value is at the acceptable range. From the result it can also be concluded that unit change in job satisfaction will bring about 0.263 unit change in organizational commitment. It shows that hypothesis third is also acceptable.

TABLE 4.5   Organizational commitment

Variable	B	t-value	P value (Sig)
Job satisfaction	.263	4.513	.000

4.4 **Mediation analysis**

The hypothesis four is used to check the mediation role of job satisfaction of the employee in between the career development and organizationa1 commitment. This study has followed the Barron and Kenny (1986) guidelines for the hypothesis checking. According to these Barron and Kenny guidelines, for checking the mediation, the following conditions must be met;first guideline is that "independent variable (career development) must have impact on the dependent variable (organizationa1 commitment). The second guideline is that, independent variable (career development) show affect on the mediating variable (employee job satisfaction) and the third guideline is that, mediating variable (employee job satisfaction) must affect the dependent variable (organizational commitment). So results of the hypothesis 1-3 are shown in table 4.7 to 4.9 confirmed the conditions for the mediation analysis. The mediation was checked by putting dependent variable(organizational commitment) and job satisfaction as independent

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variable first in SPSS and by clicking next in the SPSS the dependent variable (organizational commitment) was remained same and career development was put as independent variable, than by clicking the ok button the following result was given.

TABLE 4.6   Organizational commitment

	R^2	B	t-value	P value (Sig)
Step1				
Employee job satisfaction	.069	.263	4.513	.000
Step2				
Employee Job Satisfaction	.069	.211	3.384	.001
Career development	.086	.141	2.264	.024

The study results show that when the employee job satisfaction was considered as a mediator between the relationship of organizationa1commitment and career development and the impact of career development on organization commitment was reduced (beta=.141, p value=.024). It indicates that impact of career development on organizationa1 commitment was not become insignificant but reduced beta value from .263 to .141 and p value increase from 0.000 to 0.024.

It can be concluded that job satisfaction of the employee partially mediate the relationship between career development and organizational commitment.

4.5   Discussion

First hypothesis of the study was "Career development which has positive effect on the organizationa1 commitment". The result indicates that career development has positive effect on the organizationa1 commitment. This was evidenced by the results that career development has positive effect being produced by"t" value which is significant at 5% level and it show that career development will tend to bring increase in the organizationa1 commitment level, while talking about some of the previous studies which also got similar results. Like Shelton (2001) also stated that career development has significant and positive effect on the organizationa1 commitment of the employees. In one other similar studies Sims(2002) evidenced same kind of finding portraying the positive effect of career development on the time level organizational commitment.

Second hypothesis was "Career development has positive effect on job satisfaction". The results demonstrated that career development carry positive effect on the job satisfaction of the employees. The t-value in the result show that there is present effect of career development on job satisfaction and determining the significant effect of career development on job satisfaction, while taking about the previous studies some of the studies evidenced similar results. While knowing about similar studies it has been evidenced that career development positively affects organizational commitment. In this regard many studies evidenced same results as in this study. Hrebiniak   and   Alutto   (1972)   studied   that   career   development   positively   affect   the

organizationa1commitment of the employees. In same kind of study, Aswathappa, (2008)also predicted positive effect of career development on organizational commitment.

Third hypothesis of the study was that job satisfaction has positive effect on the organizationa1 commitment". The results of the study found that there is positive effect of job satisfaction on organizationa1 commitment as evidenced by the significant beta and t-values. This determined that with increase in the level of job satisfaction found to increase organizational commitment of the employee and will have no intention to leave the organization. In past few studies the positive effect of job satisfaction on organizationa1 commitment has been shown as evidenced. Very similar finding reported by many studies like Meer et al. (1993) reported positives effect of job satisfaction on organizational commitment and in the same like of studies (Hodson, 1989) also reported that there is positive effect of the job satisfaction on organizational commitment.

The fourth hypothesis of the study was that "Job satisfaction mediates the relationship between career development and organizational commitment". The results reported partial mediation of the relationship between career development and organizational commitment. As the result reported in the step 2 that job satisfaction has did not absorbed the effect of career development on organizationa1 commitment and made it completely significant which means that job satisfaction partially mediate the relationship between career development and organizationa1 commitment. In many similar studies same kind of results has been reported like Zehra (2016) reported that job satisfaction can be a vital mediator between career development and organizationa1 commitment

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

Career development of employee is valuable serves as like the backbone of any organization all over the world. Infect those resources which are valuable and rare due to which one organization can get competitive advantage over other organization. Therefore it is vital for the organization to create proper measure to satisfy, and retain the skilful employee of the organization on any cost because dissatisfaction and increase in turnover rate is very costly and negatively affect the organizational effectiveness. Project employees of Fata Secretariat Peshawar are suffering with risk of dissatisfaction and turnover intension. Finding support that effective career development can help organization to produce satisfied, skillful employees and to retain its precious assets with the organization. The basic purpose of the research study was to see the effect of career development on the organizationa1 commitment and the job satisfaction level of the project employees Fata Secretariat Peshawar. Following specific objectives were set to achieve this main purpose. Which are; to check out the effect of CD on employee JS in project employees of Fata Secretariat Peshawar; to find out the impact of career development on organizationa1 commitment in project employees Fata Secretariat Peshawar; to find out the impact of employee job satisfaction on organizational commitment of project Fata Secretariat Peshawar and to find out the causal mechanism of career development on organizationa1 commitment. The population targeted for this research study included different employees working in different tribal Districts (Ex-Agencies) under different designation like Assistants

(BPS-16), Officers (BPS-17), Deputy Directors (BPS-18) and Managers (BPS-18). The total population was 1,500 employees working in seven different tribal districts and main head office Fata Secretariat Peshawar, with target sample size of 276 employees working in Fata Secretariat Peshawar. Structured questionnaire was used for collected data. Data was analyzed by descriptive statistics for the demographic characteristics, frequencies, percentage, mean and standard deviation. Inferential statistic analysis for correlation and regression was done. The results show the effect of employee CD program on OC and JS, revealed that there is present significant and positive relationship between career development and organizational commitment of the employee. There also found positive and significant relationship between organizational commitment and job satisfaction.

5.1 Conclusion

The study was conducted to analyze the responses of Project/contract employees working under FATA Secretariat Peshawar, knowing there job satisfaction, career development and organizational commitment level and their simultaneous relationship. The study was done through the data collected by using questionnaire. The data was collected from 276 respondent of Fata Secretariat Peshawar. Barron & Kenny correlation approach were used for the study of these variables.

5.2 Contributions of this Study

This study contributes to a large extent in the field of career development, job satisfaction level and organizational commitment level for the project employee working in Fata Secretariat Peshawar particularly and for other project employees generally. This study has examined the career development level and commitment level of employee with the organization in the projects. This study has also examined the career development impact on job satisfaction and the

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organizational commitment. The study also point out the demographics factors of the respondents in the research. The finding of the study state that there were positive and significant associations between the three variables i-e career development was used as independent variables, organizational commitmentwas used as dependent variable and the job satisfaction was used as mediating variable.

The important contribution of the study to the knowledge is that it found out that career development as a basic tool for theemployee commitment with organizational and employee job satisfaction in the organization, when the employers of Fata Secretariat Peshawar need to satisfy the skillful and talented employee than they will provide the best career development opportunities now, because the finding of the research stated that when there is career development opportunities for the employee in the organization then there will be also present job satisfaction and organizationa1 commitment of the employee with the organization. This research finding will also help to solve this critical issue of job satisfaction for management and employee commitment with organization. The study also contribute to the field of research by smoothing way for other researcher to continue work on career development further, because the finding and data of this research will use by other researcher for the upcoming researches.

5.3   **Implications for head of the organization**

The result of this study makes a big contribution to help the head of the organizations regarding the issue of career development which is headache for head of the organization. This issue was studied many other researcher as well, but this issue for the first time highlighted for the Fata Secretariat employer. The researcher studied much other researcher contribution in the field of career development opportunities for the employee in the organizations and its impact on the level of employee job satisfaction and organizational commitment. The current study and

previous studies found very similar result when there is no opportunities for career development like absenteeism, lack of skills, lack of job satisfaction and lack of organizationa1 commitment and the very important one is turnover intension, because infect turnover is the actual headache for the head of the organization and it also cause very high cost for the organization. Now after this study the head of any organization generally and project head particularly will give much importance to the career of the employee to remain with them for long time, so that to avoid cost of turnover. The head of the department will also focus on the satisfaction of the employee because the result of the research found that job satisfaction also brings commitment in the behavior of the employee. The head of the organizationmust improve the developmental programs for the employees'career.

5.4   **Implications for Future Research:**

Firstly it is very important to discuss the research further on career development and its effect on organizational commitment and job satisfaction because it is very significant area due to importance of human resource. Although sufficient studies are carried out in this area in foreign countries, however fewer studies are carried out in this area in Pakistan. There for it is important that more researchers especially in Pakistan should work to continue and explore this area further.

Secondly due to time and financial constraint, this research study was restricted to contract (project) employees of Fata Secretariat Peshawar Pakistan only. Therefore it suggested that in future other researcher should continue in other organization also.

In this study mainly cross-sectional, quantitative method is used. Therefore it is suggested that mixed method could be used that is both quantitative and qualitative methods so that to obtain best result of the perception of career development and organizational commitment by

using job satisfaction as a mediator variable. Such type of research can be done for the purpose of calculating the job satisfaction and the employee retention rates so to find actual picture of retention in the project organization.

This study focused on the three variables only that is career development has taken as independent variable, the dependent variables is organizational commitment and job satisfaction has taken as the mediator between the two. The researcher has study these three variables in this study because of limited time, other researcher can take other variable as well with the addition of these three. Other researcher can also check the impact of training and development on the organizational commitment and job satisfaction in the future researches. As the variables used in the study has positive and significant effect on each other.

This research study has open way to other studies in the future to discuss other variable which were not possible for the researcher in the current study. God willing, the researcher himself and other researcher can explore it in the future. These possible variables could be used as independent variable in the same like dependent and mediating variables, these variables are as follow

Training, job environment, leadership style, family Burdon, new technology etc.

5.5   Limitations

Following are some of the limitations of the current study which is important to be kept in mind before the conclusion and its finding.

For the finding of association between variables, self reported measures were used. This is common that it might have cause challenges.This research study is limited to contract employee of Fata Secretariat Peshawar Pakistan only, because there was financial and time problem for the

researcher. The researcher used the career development as independent variables in this study and other researcher can use it as dependent variable in the future.

In this study the researcher has used the job satisfaction as mediating variable between career development and organizational commitment while in the future other researcher can use job satisfaction as independent or dependent variable to see the relationship between the variables. Other researcher can study all other contract employee in Pakistan or any other countries.

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Questionnaire

(EMPLOYEE PERCEPTION OF CAREER DEVELOPMENT AND ORGANIZATIONAL COMMITMENT:
MEDIATING ROLE OF EMPLOYEE JOB SATISFACTION)

(Case of contractual employees FATA Secretariat Peshawar)

Dear respondent:

I am a student of MS at National University of Modern Languages Peshawar campus, Pakistan, and am conducting a research on the above topic. The data collected through this questionnaire will be used for my MS research purpose only. It will not take more than 15 minutes to fill the questionnaire as all of questions just require to tike or encircle the appropriate answer. The answer you provided will keep strictly confidential and will not be used for other purpose except this research. Your name and also your organization (project) name will not be mentioned anywhere on the document so please give your own impartial opinion to make research successful.

There for it is requested to take 15 minutes out of your busy work environment to fill this questionnaire. We will highly appreciate your cooperation in filling up this questionnaire.

BakhtAyaz

MS Student at NUML Peshawar campus.

Looking forward for your cooperation

Please tick or encircle the option for each question that is relevant to you.

1. What is your designation?

a) Assistant   b) Officer   c) Deputy Director   d) Manager

2. How old are you? (Years)

a) 25-35   b) 36 – 45   c) 46 – 55   d)   56   and

Above

3. Gender;

a) Mal   b) Female

4. What is your highest qualification?

a) Bachelor Degree   b) Master's Degree   c) MS/M.Phill   d) PhD

5. How long have you worked in this office?(Years)

a) Less than 1 year   b) 1-3 years   c) 3-5 years

d) 5-10 years   e) More than 10 years

SECTION B.

Please put tike mark in the rating scale given below according to your personal view

with the statements.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I know my career is developing.					
My profession helps me in career advancement.					
My career is of central interest in my life.					
My work effort contributed to my personal growth.					
I understand how my future career work contributes to my life.					
I am willing to work harder than I have in order to help this organization succeed.					
I feel very little loyalty to this organization.					
I would like almost any job to keep working for this organization.					
I find that my values and my organizations' are very similar.					
I am proud to be working for this organization.					
I would turn down another job for more pay in order to stay with this organization.					
On my present job, the level of satisfaction is high.					
I am willing to spend maximum energy on my job.					
Provision to make decisions affected my work.					
Accuracy of the work is satisfactory.					
The amount of pay for the work I do is appropriate.					
Chances for advancement on job are brighter.					
The way my co-workers get along with each other is good.					
The competence of my supervisor in making decisions is remarkable.					
The chance to make use of my best abilities is satisfactory.					
The way I get full credit for the work I do is					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
good.					
Worked conditions (heated, lighted, ventilation, etc) on the job are appropriate.					

Thanks a lot for giving your full concentration from your precious time.