

The Relationship between Career Path Capabilities and Employees' Job Control and Commitment in Bank Melli Branches of Kerman City

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Abstract

This study aims to investigate the relationship between career path capabilities and job control and commitment among the employees of Bank Melli branches of Kerman City in 1393. This is a descriptive study conducted with correlational method. The study population includes all of the 402 employees of the Bank Melli branches of Kerman City and the sample size was determined 201 people using Cochran formula. Three questionnaires including Career Path Capabilities Questionnaire, Job Commitment Questionnaire and Job Control Questionnaire have been used in this study. The collected data were analyzed using SPSS 20 and Amos 22 with multivariate regression and structural equation modeling. The results showed that there is a direct and significant relationship between the employees' career path capabilities and job control and job commitment in Bank Melli branches of Kerman City. The employees' know-why, know-how and know-who are directly and significantly related with job control. The employees' know-why, know-how and know-who are also directly and significantly associated with employees' job commitment. Know-why, know-how and know-who are the best predictors of employees' job control and job commitment. Therefore, it is recommended that employees have clear career path goals, be able to manage their business problems, participate in the training courses related to their jobs, and use others' experiences in order to be guided through their career path.

Key Words: career path capabilities, job control, job commitment

Introduction

Human resources in any organization are considered fundamental to that organization, since the employees will perform their assigned tasks better, thereby increasing the organization's effectiveness and efficiency and paving the way for greater advance of the organization providing that the employees have further commitment and loyalty to the organization. People with professional commitment will certainly feel more satisfied due to high interest in their work, and the improved job

satisfaction will in turn help improve the organizational commitment. Undoubtedly, the increased job satisfaction and organizational commitment of employees will significantly help increase the quantity and quality of work and achieve organizational goals, which is in line with the overall goals of the community. (Ghaedi, 1392: 2).

In an organization where employees have no commitment or responsibility or have less sense of responsibility in doing their jobs, they will bring about further quantitative and qualitative degradation of the organization by reducing their own performance. On the other hand, lack of job commitment will reduce the employees' motivation and the employees without commitment do not have any compassion for the organization, often care about their own interests in the organization, and do not care about achieving the organizational goals, since they have no emotional dependence on their jobs and their organization and continue their jobs just mechanically and uninterestedly, they will reduce the quality of their services in their jobs and avoid performing their duties well (Mostafanejad, 1391: 242).

Job control is an important organizational variable that has recently attracted the attention of industrial and organizational psychologists. Individual control is a variable that plays an important role in a person's behavior. Job control refers to people's belief about their influence on the workplace. This is why employees' perceptions of the workplace have a significant impact on job control and affect their reactions toward the workplace. Control is a variable which has been shown to play a significant role in the behavior of individuals. The extent to which a person believes that they can directly affect the environment will have a significant impact on their perceptions of the environment and the reactions that they have toward it (Spector, 2011: 1016).

It seems necessary to take into consideration the problems arising from a lack of job control and job commitment and to identify the factors that help promote these two variables. Career path capabilities is a factor that can be effective in this regard.

By focusing on the controlled and committed organizations, today's knowledge-based and borderless management is carrying new and different messages to managers and employees about how to manage their career path. On the one hand, contemporary organizations expect that employees adopt a learning approach throughout their lives, think globally, manage the changes and fluctuations existing in their jobs and in the labor market successfully, operate in self-directed teams and develop a culture of timely and quick accountability and responsiveness to the customers' expectations (Htite, 2001: 217-312). Management experts believe that employees are responsible to manage their own career path in such a business environment on the one hand, and inconsistencies and multiple changes have made it more difficult for managers to manage the employees' career path on the other. Therefore, it is important to re-consider the career path – related theories in this new environment (Anakwe et al. 2000: 566-579).

The success of career path is important not only for employees but also for organizations, because employees' success is closely linked with the success of the organization. Therefore, it is important that organizations improve their perception of the impact of career path capabilities on the success of employees' career path. Fewer than 35% of the trained and professional human resources have the capabilities needed to do their jobs. It is important in career path planning to identify the roles that are based on different levels of capabilities and then determine different paths of movement at different levels. What should be taken into account is that the employees choose their career path properly before performing their duties and consider the career path capabilities as the job-related individual capabilities. Career path capabilities provide a clear path for employees' performance along their career path in their organizations. Organizations can largely ensure their success by strengthening the capabilities focused on employee performance (Beheshtifar, 1390: 4).

Career path capabilities include the knowledge, skills and attitudes that make it possible for employees to operate successfully in organizations (Beheshtifar, 2011: 7). Arthur, Claman and Defillippi (1995) made use of the capabilities of the career path that are derived from the concept of Queens' "Smart Institute". They define career path capabilities as individual capabilities that an individual provides for the organization (Hasse, 2007: 2). Career path capabilities are perceived as learning capabilities that lead to successful performance in individual career path management and organizational success. Therefore, managers need to strengthen and improve the career path capabilities so as to ensure organizational development via the needed skills and knowledge acquired (Quoted by Beheshtifar, 1390: 101).

Zheng & Yu (2010) studied the career path capabilities in Economic Bank and came to the conclusion that the employees' career path capabilities are important for the survival and progress of organizations. They found that the creation of a system for developing the career path capabilities can help ease the exchange of employees and information between the organizations inside and outside the country so that the employees' career path capabilities effectively improve along with dynamicity of internal performance and external competition and even enhancement of the efficiency of human resource development. Bester and Mouton (2006) found in a study that the career path capabilities based on Edgar Schein's Model are positively and significantly related with job satisfaction and performance. Rebecca (2007) showed in a study that there is a significant relationship between career path capabilities and organizational commitment. Frans and colleagues (2013) asserted in their study that career path capabilities can be effective in improving employees' job control.

The results of this study is important for organizations in that their attention to employees' career path capabilities helps the employees to be aware of the importance of career path and make proper planning for their career path and understand its capabilities. On the one hand, considering job control paves the way for the employees' success and progress in the workplace. On the other hand, the organizations' emphasis on and attention to employees' job commitment will help increase their job satisfaction and motivation to stay in the organization by paving the way for their progress and development, and will eventually help achieve the organizations' goals and growing success. The results of this research are important for the researcher in that it finds about the employees' career path capabilities in Bank Melli as well as their rate of job control and job commitment. Besides, the research shows the job control and job commitment status of those employees who enjoy high or low career path capabilities as well as those having proper or improper career path.

Research Method

This is a descriptive study in which correlational method has been used. The study population includes all of the 402 employees of the Bank Melli branches of Kerman City. Stratified random sampling method has been used in this study and the sample size was determined 201 people using Cochran formula. Three questionnaires including Career Path Capabilities Questionnaire based on Atur and Philip's (1994) Model, including three dimensions of know-who, know-how and know-who with 33 items and validity of 91% and reliability of 92%; 40-item Job Commitment Questionnaire based on Belav and colleagues'

(2001) Model with validity of 93% and reliability of 95%; and Job control Questionnaire based on Naami and colleagues' (1388) Model, including 29 questions with validity of 92% and reliability of 92%. The collected data were analyzed using SPSS 20 with multivariate regression and structural equation modeling (SEM) as well as Amos 22.

Findings

The survey shows that among the sample, 177 employees (90.3%) are males and 19 employees (9.7 percent) are females. 15 employees (7.7%) are single and 181 employees (92.3 percent) are married. 4 employees (2%) had less than high school education, 65 employees (2.33 percent) have diploma, 39 employees (19.9 percent) have associate's degree, 68 employees (34.7 percent) have bachelor's degree and 20 employees (10.2 percent) have master's and PhD degrees. 27 employees (13.8%) are 30 years of age or younger, 97 employees (49.5%) are between 31 and 40 years old and 72 employees (36.7 percent) are 41 years of age or older. 34 employees (17.3%) have work experience of less than 10 years, 110 employees (56.1 percent) have work experience of between 10 and 20 years and 52 employees (26.5 percent) have work experience of 20 years or more.

With regard to the p-value calculated in the regression test, H_0^1 , H_0^2 , and H_0^3 (know-why, know-how, know-how, know-who) are rejected at the level of 0.05. As the t-values obtained for know-why, know-how and know-who are 2.907, 2.156, and 4.624 respectively, and the significance levels for them are 0.004, 0.032, and 0.001 respectively, thus job control is different with respect to the employees' know-why, know-how and know-who. Since the β -values obtained for know-why, know-how and know-who are 0.201, 0.188 and 0.359, the employees' know-why, know-how and know-who are the best predictors of job control (Table 1).

Table 1: coefficients of the regression model of the relationship between career path capabilities (know-why, know-how, know-who) of employees and job control in National Bank branches

p -sig	t-value	Standard estimating β	Standard error	Estimating B	variable
0/001	5/255	-	6/801	35/741	The constant
0/004	2/907	0/201	0/223	0/649	Know-why
0/032	2/156	0/188	0/194	0/418	Know-how
0/001	4/624	0/359	0/152	0/702	Know-who

Moreover, with regard to the p-value calculated in the regression test, H_0^1 , H_0^2 , and H_0^3 (know-why, know-how, know-how, know-who) are rejected at the level of 0.05. As the t-values for know-why, know-how and know-who are 2.021, 3.957, and 4.864 respectively at the significance levels of 0.045, and 0.001, thus the employees' job commitment is different with respect to the employees' know-why, know-how and know-who. Since the β -value for know-why, know-how and know-who is 0.130, 0.32 and 0.351, the employees' know-why, know-how and know-who are the best predictors of employees' job commitment (Table 2).

Table 2. The coefficients of the regression model of the relationship between career path capabilities (know-why, know-how, know-who) and job commitment among employees of Melli Bank branches

p -sig	t-value	Standard estimating β	Standard error	Estimating B	variable
0/01	0/615	-	10/045	26/265	The constant
0/045	2/021	0/130	0/330	0/667	Know-why
0/001	3/957	0/320	0/286	1/132	Know-how
0/001	4/868	0/351	0/224	1/092	Know-who

We have used structural equation modeling (SEM) in order to assess the proposed model. We evaluated the model's fit before examining the structural coefficients. The initial model's fit based on the fit indices used in this study have been reported in the first row of Table 4-17. As the initial model's fit indices values indicated that the proposed model needs modification and improvement, the covariance paths between the work control and the work time control and the covariance path between professional dependence and organizational dependence (Figure 2-4) were added to the model at a later stage with regard to the modification indices (MI) in the output of Amos 22. After making this change, we made a second analysis on the data, the results of the fit indices of which are presented in the second row of Table 3. As it was expected, fitting indicators show improvement in the first model's fitting.

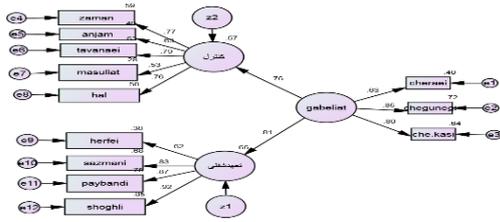


Figure 4.1 established model to investigate the relationship between career path capabilities, job control and job commitment among employees of Kerman's Melli Bank

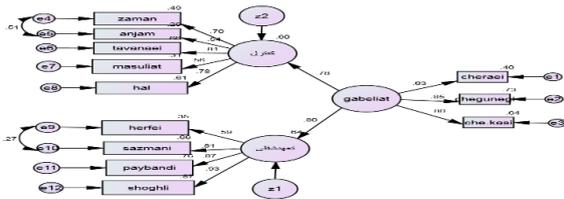


Figure 2: The final and modified model to investigate the relationship between career path functionality, job control and job commitment among employees of Kerman's Melli Bank

Table 3: Fitting indicators for established and final patterns

Pattern fitting indices	X ²	Df	X ² /Df	NPAR	GFI	AGFI	IFI	TLI	CFI
Established model	197/86	52	3/8	26	0/86	0/79	0/89	0/86	0/89
Final model	139/6	50	2/7	28	0/9	0/84	0/90	0/91	0/93
Independence model	1442/6	66	21/8	12	0/28	0/15	.	.	.

For the fitting index of X²/Df, values smaller than 5 are good, and the closer values to zero indicate good fitting of the model. For GFI and AGFI, IFI, CFI, TLI and NFI indices, the values close to 0.90 and greater are considered as acceptable fit, which is an indication of the goodness of the model. Concerning the RMSEA index, the values close to or smaller than 0.05 indicate the model's good fitting, and the value of 0.08 or smaller indicate a reasonable approximation error; and a higher value than 0.10 indicates the necessity of rejecting the model (Ghasemi, 1389). Thus, considering the values of the fit indices of the final model and the limits of the acceptable values mentioned above, we can say that the model presented in this study is acceptable. The path coefficients between the variables of the final model and their significance level have been reported in Table 4. The regression coefficients of

the model indicate that the mentioned variables properly account for the relationship between career path capabilities and the employees' job control and job commitment in Bank Melli branches of Kerman City.

Table 4: structural model of paths, and their standardized coefficients in the final pattern

P	B	The path
0/001	0/78	Career path capabilities → Job control
0/001	0/80	Career path capabilities → job commitment
0/001	0/63	Career path capabilities → Know-why
0/001	0/85	Career path capabilities → know-how
0/001	0/80	Career path capabilities → Know-who
0/001	0/70	Job control → Work time control
0/001	0/54	Job control → Work method control
0/001	0/81	Job control → ability to monitor
0/001	0/56	Job control → produce responsibility
0/001	0/78	Job control → ability to problem-solving
0/001	0/59	Employee engagement → Professional affiliations
0/001	0/81	Employee engagement → organizational affiliation
0/001	0/87	Employee engagement → Adhere to the value of work
0/001	0/93	job commitment → job involvement
0/001	0/51	** Control work time ↔ Control work method
0/001	0/27	** Organizational affiliation ↔ Professional affiliation

** paths added to the original model

The results obtained from testing the above model show that the regression coefficients of the influence of know-why, know-how and know-who dimensions on career path capabilities are 0.63, 0.85, and 0.80 respectively, and thus we can say that career path capabilities are positively and significantly affected by know-why, know-how and know-who dimensions. In other words, the know-why, know-how and know-who dimensions are the manifest variables constituting the latent variable of career path capabilities.

Furthermore, the results obtained from testing the above model also show that the regression

coefficients of the influence of time control, procedure control, the ability to monitor, responsibility of production and problem-solving ability on the employees' job control in Bank Melli branches are 0.70, 0.54, 0.81, 0.56, and 0.78 respectively, and we can thus say that the employees' job control in Bank Melli branches of the City of Kerman is positively and significantly affected by time control, procedure control, the ability to monitor, responsibility of production and problem-solving ability. In other words, time control, procedure control, the ability to monitor, responsibility of production and problem-solving ability are the manifest variables constituting the latent variable job control.

The results obtained from testing the regression correlation model show that the coefficients of professional dependence, attachment to work values and job involvement are 0.59, 0.81, 0.87, and 0.93 respectively, and it can thus be said that job commitment is positively and significantly affected by professional dependence, attachment to work values and job involvement. In other words, professional dependence, attachment to work values and job involvement are the manifest variables constituting the latent variable of job commitment.

The results show that the regression coefficient of the relationship between the employees' career path capabilities and job control in Bank Melli branches of Kerman City is 0.78, and it can thus be said that there is a positive and significant relationship between the employees' career path capabilities and job control in Bank Melli branches of the City of Kerman.

The results also show that the regression coefficient of the relationship between the employees' career path capabilities and job commitment in Bank Melli branches of Kerman City is 0.80, and it can thus be said that there is a positive and significant relationship between the employees' career path capabilities and job commitment in Bank Melli branches of the City of Kerman.

The results obtained from the added paths to the model show that the covariance coefficient between the time control and the procedure control is 0.51, and we can thus say that there is a significant correlation between the time control and the procedure control. In addition, the covariance coefficient between professional dependence and organizational dependence is 0.27, and it can thus be said that there is a significant correlation between professional dependence and organizational dependence.

Discussion and Conclusion

The research results demonstrated that there is a direct and significant relationship between the employees' career path capabilities and job control in Bank Melli branches of Kerman City, meaning that the greater the employees' career path

capabilities are, the greater their control over their jobs will be. These results are in line with the findings of the study conducted by Frans and colleagues (2013). It can thus be said that when the employees have clear career path goals, are able to manage their business problems, participate in the training courses held in relation to their jobs, and use others' experiences to choose their own career path, they can adequately control their organization and occupational affairs.

According to the results, there is a direct and significant relationship between the employees' career path capabilities and job commitment in Bank Melli branches of Kerman City. This means that the greater the employees' career path capabilities are, the more committed the employees will be toward their jobs. These results are consistent with the findings of the studies performed by Rebecca (2007) and Bester and Mouton (2006). Accordingly, when employees are well aware of their own strengths and weaknesses, know about the developments of their organizations, and communicate with their colleagues and experienced people for the progress of their own career path, then they will become more committed to their own jobs as well as to their organizations.

Based on the results obtained from this research, the employees' know-why, know-how and know-who are directly and significantly associated with their job control in Bank Melli branches of Kerman City. These results are in line with the findings of the studies conducted by Frans and colleagues (2013) and Zheng and Yu (2011). Therefore, when employees are aware of their own strengths and weaknesses in their jobs, know what they are looking for in their jobs, accept the changes in their organizations and know about the proper path to achieve their organizational goals, then they will plan for their organizational affairs and have adequate control over their organizational issues. When employees properly perform the responsibilities defined in their job description, have the sufficient skills needed for their jobs, and are well aware of the rules and regulations, then they will clarify the methods and procedures of doing their job affairs, will specify their level of responsibility and responsiveness in the organization and can make use of the new methods for performing the repetitive tasks. When employees seek counselling and advice from experienced people and identify, consult the experienced people in their field, and ask their supervisors about feedback on their own performance, then they will be better able to determine the order of performing their assigned tasks, do their tasks in accordance with the regulations and deliver the work report on time if necessary.

According to the results obtained from testing sub-hypothesis 4, the employees' know-why, know-how and know-who are significantly related with their

job commitment in Bank Melli branches of Kerman City. These results are consistent with the findings of Rebecca (2007), who showed that career path capabilities are significantly associated with organizational commitment, and with the findings of Bester and Mouton (2006), who reported that career path capabilities are positively and significantly related with job satisfaction and performance. Therefore, when employees know what they are looking for in their jobs, know what need to do in order to achieve their organizational goals, and change or modify their career path goals based on the new information that they have received, then they will become more committed and more willing toward their organizational objectives and duties. When employees keep evaluating their own performance, improve the skills required for their jobs, are aware of the personnel policies of their organization and recognize the important organizational tasks and affairs, then they will have further whole-hearted commitment to perform their tasks. Based on these findings, it can also be said that when employees seek to choose their career path by consulting experienced people within their organization, communicate with people who are at higher levels in their organizations, seek the feedback of the services that they provide for the customer, and constantly seek feedback on the progress of their career path, then they will be satisfied with their jobs, and will try to achieve the organization's objectives more sincerely.

Based on the research results, it is recommended that employees have clear career path goals, be able to manage their business problems, participate in the training courses related to their jobs, and make use of others' experiences so as to be guided through their career path. They are also recommended to strive to be well aware of their own strengths and weaknesses, get to know about the progress of their organization, and communicate with their colleagues and experienced people to advance their career path.

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