

Impact of Career Motivation and Mentoring Program on Organizational Commitment: Moderating Role of Organizational Culture A case of Banking Sector in Pakistan

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ABSTRACT

Today's competitive business environment, it has become a major challenge for companies to retain talented pool of employees. To achieve this strategic organizational objective, managers have to take certain decisions which are useful in determining the long term business performance. However, a little empirical work has been done to scrutinize the correlation between career motivation, mentoring programs and organizational commitment. The study intends to observe the relationships among career motivation, mentoring programs, and organizational commitment while controlling their demographic characteristics. Furthermore, a recent also proposed to conduct research on these lines in the future. The target population for this research will be banking sector personnel located in cities Narowal and Zafarwal (Punjab, Pakistan). Random sampling technique use to select sample and the sample size of this study consists of 70 male and female employees of various banks. A survey based questionnaire will be used as instrument to generated data. The proposed results suggest that around is a correlation flanked by career motivation, mentoring programs, moreover organizational commitment. While organizational culture moderates the rapport between mentoring programs and organizational commitment. The study future implications include that managers will learn how to motivate and retain talented employees. The organizations and managers will learn the role of career motivation and they will retain their employees to accomplish organizational goals.

KEYWORDS: Career motivation, Mentoring programs, Career plans, Organizational commitment

1. INTRODUCTION

Today in the presence of competitive environment, business has become a major challenge to retain the competitive employees. For achievement of the strategic objective of organization, the managers have to make action and decision which are useful in determining the long term business performance (Erat, Ackin&Alniack, 2012). Now it has become a challenge for companies to have motivated, loyal, highly skilled and committed employees for success of the business and is motivated to have lifetime career with organization. Moreover; there is also a heavy expense for companies to replace the employees because there is large investment required in terms of recruitment, selection and training etc. Thus it is considered that devoted and trustworthy employees are the precious asset in the paramount interest of organizations. Now this context, that one is essential to understand the tactic through which employees improve their career diplomacies and the aspects influencing their inspiration to improve career along with the business are most important interrogations for managers (Zoogah, 2013). Career motivation philosophy is developed to realize career interrelated behavior and attitude of employees. This theory identifies numerous career interconnected actions includes penetrating for and accommodating job, to stay within the organization, redesigning occupation plans and trying to achieve career objectives (London, 1983). Moreover; on behalf of their organization employees responds positively with high career motivation. Modern study (Weng & McElroy, 2012; Weng, McElroy, Morrow & Liu, 2010) suggests that employees undergoing high intensities of career motivation within their contemporary engagement and show more organizational assurance and truncated intention to leave.

Career motivation has three dimensions which are (a) career flexibility; (b) career perception and; (c) career distinctiveness (London, 1983). To understand how the career motivation is interrelated to employee organizational commitment and how organizational culture may help to foster employee career motivation and develop the efficiency of human resources practices in the organization. From 1980 several studies addressed the theory, measurement and practices of career motivation by individual appearances and organizational variables (London & Noe, 1997; London, 1983; 1985; 1988; 1991; 1993; London & Mone, 1987; Noe et al., 1990; Grzeda& Prince 1997; Fox, 1997). Culture

has significant motivational dynamics of work. Popular accumulation to motivation, organizational culture accelerates the central traits of organizational lifespan, such as harmony between employees and commitment to the organization (Gabor, Oltean & Contiu, 2012). One of the furthestmost powerful antecedents of organizational commitment is organizational culture (Lok & Crawford, 2001). Organizational culture has been as moderator variable (Ying H & Ahmed B, 2008). There is enough study by (Yousef, 2001) on experiences and consequences of organizational culture, leadership activities, organizational commitment, work integrity, job gratification and employee performance, person-organization adequate (Silverthorne, 2004), national culture (Lok and Crawford, 2004), and turnover (Poh, 2002) leadership and culture (Ying H & Ahmed B, 2008), employee motivation and culture (Gabor, Oltean & Contiu, 2012). Most of these studies focuses on independent contacts, for instance culture and performance, assurance and performance (Rashid et al., 2003) etc.

In the literature there is diminutive study on the relationship among career motivation, organizational commitment and organizational culture. The purpose and goal of this research is to fill the gap by checking the relationship among career motivation, mentoring program, organizational commitment and organization culture by field survey of employees working in different industries. In the present study organizational culture might moderate the correlation between career motivation, mentoring program and organizational commitment. In the given sections literature review on career motivation, mentoring program, organizational commitment and job gratification is included. After literature appraisal, research methodology as well as data analysis are accessible and later on the conclusion and future research would be given.

2. LITERATURE REVIEW

In this chapter we review the few past studies about career motivation, mentoring program. Organization culture and commitment.

2.1 Career Motivation

Due to mounting competition the organizations are willing to have more committed employees to achieve competitive advantage. Thus companies are trying their hard to retain the best employees through various fascinating programs and motivation is one of them. The past studies observed that individuals remained more prospective to devour high intensities of career impulse when manager are sympathetic, provided unblemished performance feedback, exhilarated juniors to set career objectives, initiated deliberations interconnected to growth and career-related concerns and made the employment challenging (Carstensten, 1998; Kanfer & Ackerman, 2004). Reduced in career motivation decreased influential worth of conserving collective relationships that would advantage ones career (Kanfer & Ackerman, 2004; Carstensten, 1998; Chang, Chan, Gudmundsson & Sawang, 2011). Career motivation had been used by different researchers in different studies Colarelli & Bishop, 1990; Baron, 1986; Blau, 1985, 1988, 1989; Fossumet *crl*, 1986; Gunz, 1989; Isabella, 1988; Granrose & Portwooc, 1987; McEnrue, 1989; Wohlers & London, 1989 Slocum & Cron, 1985;). As described earlier there are three types of career motivation (Alniacik, Akcin & Erat, 2012; London, 1983; Noe & Bachhuber, 1990; Grzeda & Prince, 2006; Zoogah, 2013) and career identity is one of them.

Career distinctiveness is the way of motivation and awareness remains the stimulating part of motivation that inspires contribution in career planning. Professional character is linked with job, managerial and qualified involvement. Moreover, it included the degree to which employees involved them in the doings related to the employee's job and organization where they worked and precise superiority on their employer. If there was high score of career identity it would lead to high involvement in the job, organization, and resultantly there would be high need for promotion (London, 1983; Alniacik, Akcin & Erat, 2012; Zoogah, 2013).

Career resilience is defined as the maintenance which signifies the capability to adjust and familiarize to the exchanging conditions even though the surroundings are depressing and troublemaking (London, 1983). It included accepting job as well as organizational modifications, considering onward to work with different and new individuals, having self-confidence and enthusiastic to yield and bear risks. Extraordinary career spirit score will lead to employee to become self-sufficient with work, positive reaction to organizational changes, deterministic to take creativity, and proactively struggle to job-related abilities and familiarity (Alniacik, Akcin & Erat, 2012).

Career perception is defined as the capability to be convincing about one's career and having clarity of one's career goalmouths. It consisted of the establishment of individual professional goals and devising self-knowledge about oneself especially deliberate one's own strengths and flaws. Career resilience is mostly used to define career motivation but suggestions about career identity and career insight were also supported (Grzeda & Prince, 2006). In imperative to encourage career motivation, workforces should be providing with constructive strengthening for performance and receive support for skill development (London & Bray, 1984). On the other hand decrease in career motivation would ultimately diminution the worth social interactions that would be beneficial for individual career

(Kanfer & Ackerman, 2004; Carstensten, 1998). For measuring career motivation paradigm, existing literature depend on extracting elements that relate to the three fundamentals (e.g., Noe et al., 1990; London, 1993). Two measures of career motivation had been used in the past. London (1991) stated that career motivation is anxious with spirits and arrogances correlated to career whereas Noe et al., (1990) focused on concrete behaviors. Moreover; Grzeda and Prince (1997) recommended a reviewed career motivation measure which follows both of them.

H1. There is a correlation between career motivation and organizational commitments.

2.2 Mentoring Programs

Mentoring is defined as the practice by which high-ranking, more skilled individuals train their juniors, subordinates, and unexperienced individuals with assignment, spiritual needs and career factors (Kram, 1985; Ragins & Kram, 2007; Zoogah, 2013; Neary, 2013). Mentors provide training employees with regard to career functions as well as psychosocial support (Kram, 1985; Forret & Parise, 2008). Career functions include training with challenging task, exposure, sponsorship and protection which resultantly increases the capability that lead to organizational commitment. It accelerates retaining and growth of employees (Eby, Allen, Evans, Ng, & DuBois, 2008), which lead to progressive outcome for individuals (Lentz & Allen, 2009; Seibert, Wayne, Liden, & Bravo, 2011) and administrations (Scandura & Pellegrini, 2007). Mentoring programs are conducted to achieve various objectives (Ragins et al., 2000; Gibb, 1994, 1999). The outcomes of mentoring programs included career development, career motivation, knowledge sharing inside the organizations which resultantly lead to organizational commitment (Scandura & Williams, 2002; Forret & Parise, 2008).

Mentoring readiness, defined as the attempt of an individual through which he familiarizes yourself concerning the instituting of affiliations by representing parameter, proactivity to affect a mentoring argument (Finkelstein & Poteet, 2007; Zoogah, 2010a, 2010b); applicant assortment (Noe, 1988), to mitigate minimal mentoring relationships (Noe, 1988; Finkelstein & Poteet, 2007), and to contribute to utilization of resources (Ramaswami & Dreher, 2007). The past studies stated that while mentoring there is need to participate in the form of willingness and intentions into the mentoring programs (Ragins & Scandura, 1999). However there are inconsistencies in the studies. Some studies reported that objective to counsellor is changed from enthusiasm to mentor (Ragins & Scandura, 1999). On the other hand Hurtz and Williams, (2009) used these both terms interchangeably. For instance, Allen et al. (1997) had investigated enthusiasm to mentor deprived of including intents whereas; Ragins and Cotton (1993) had measured the willingness to mentor by including intentions.

H2. There is a correlation between mentoring programs and organizational commitment.

2.3 Organizational Commitment

Organizational commitment is defined as a member of staff is involved or identified one with the organization. It explains two concepts that are attitudinal and interactive (Meyer & Allen, 1997; Malloy, 1996; Lee et al., 2001; Meyer et al., 2002; Cheng & Stockdale, 2003; Berger, 2004; Acar, 2009; Acar, 2012; Permarupan, Saufi & Kasim, 2013; Othman, Siong & Lim 2013; Bang, Ross & Reio, 2013). Some researchers such as (Morrow, 1983; Gaertner & Nollen, 1989; Randall & Cote 1991; Hackett, 2001; Lumpur, 2008; Altinoz, Cakiroglu & Cop, 2012) defined organizational commitment as the process of empathy with organization's aims and principles permitted from the substantial concerns as the most important goal is to remain within the organization. However; commitment is something which indicates someone's devotion, responsibility and faithfulness to a task or an organization.

The past studies explained that organizational commitment is distributed into three categories as sentimental commitment, continues assurance and normative commitment (Steers & Porters, 1982; Steer, 1977; Mowday, 1979; Allen & Meyer, 1991; Randal & Riegel, 1995; Robin, 2008; Northcraft & Neale, 1996; Lampur, 2008; Bang, Ross & Reio, 2013). Emotional assurance is defined as the employee's psychological attachment toward organization (Allen & Meyer, 1990; Meyer and Smith, 2000; Cuskelly & Boag, 2001; Brunetto & Wharton, 2003; Stephens et al., 2004; Dawley et al., 2005 Lumpur, 2008; Bang, Ross & Reio, 2013). Moreover; emotional factor refers to the employee emotional affection, empathy and contribution with the organization. Many studies assumed in the extent of organizational commitment concentrated on affective commitment (Lampur, 2008). On the other hand protraction commitment is defined as costs related with leaving the organization (Allen & Meyer, 1990; Preston & Brown, 2004; Lumpur, 2008; Bang, Ross & Reio, 2013). However; It is recognized that the permanent commitment is associated with the conceptions of age, tenure of office, elevation opportunities, happiness get from the payment concentrated, and craving to leave the organization, business progression as well marriage and job alternatives that employees has. The normative commitment is defined as apparent responsibility to remain with the organization. It reflects a ethical responsibility beyond an emotional commitment in a positive sense (Allen & Meyer, 1990; Meyer & Smith, 2000; Berger, 2004; Dordevic, 2004).

H3. Organizational commitment has relationship with career motivation.

H4. Organizational commitment has relationship with organization culture.

2.4 Organizational Culture

The Culture of organizations is combination of values, principles and the fundamental assumptions that organizational members share about particular behavior (Gordon & DiTomaso, 1992; ; Draft, 2005, Schein, 1992; Shwartz& Davis, 1981). While there are several definitions of culture available, organizational culture has been observed as traditionally determined and on a social basis constructed. Culture contains beliefs and behaviors that exit at different levels that manifest itself in many features of organizational life (Hofstede *et al.*, 1990). As such, organizational culture states to a customary of shared values, beliefs and assumptions that guide the members about their attitudes and behavior in the organization (Chatman, 1996; Wilson, 2001).

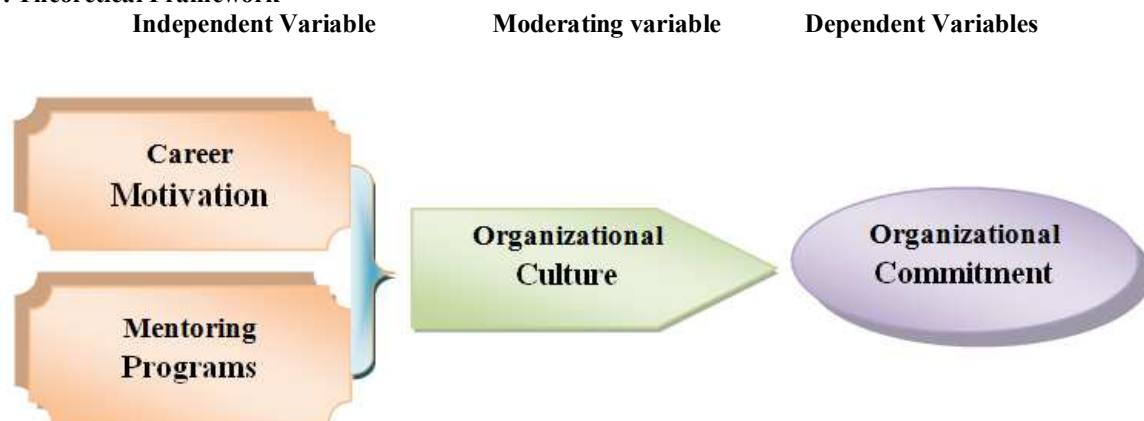
Schein (1996) argues in this context that further consideration must be given to culture. Since culture is an intellectual concept to be given an appropriate definition. Fortunately, social scientists are playing an active role to converge on an operational definition of culture as the attitudes, values, beliefs and behaviors that are shared by a group of people (Adler, 1986; Rousseau, 1990; Triandis, 1996). Many studies assess some of these components, values, for instance. Few reliable measures have been introduced to measure some characteristics and known facets of organizational culture.

Wallach (1983) conceived well-recognized types of culture to assess three common aspects of organizational culture, namely; innovative, supportive and bureaucratic. Furthermore, he characterized each facet to reflect distinguishing attitudes, values and behaviors. According to him, organizational culture contains varying amounts of each facet. The measures have been considered to be based on theoretical foundations (Shaduret *al.*, 1999) in relation to variables such as organizational commitment (Crawford & Lok, 1999), job satisfaction (Silverthorne, 2004) and employee involvement (Shaduret *al.*, 1999). Whereas the foregoing studies mostly use culture as an independent variable.

This study is predominantly significant as to provide a enhanced sympathetic of the relationship among organizational commitment, career motivation, mentoring programming and organizational culture being the moderator.

H5. Organizational culture moderated the relationship between career motivation, mentoring programs and organizational commitment.

3. Theoretical Framework



In the above diagram there are three variables which are career motivation, organizational commitment and organizational culture. Career motivation and mentoring programs are independent variable. Organizational commitment is dependent variable and organizational culture is moderating variable which moderates the relationship of career motivation and organizational commitment.

- ❖ **Career Motivation**, is the combination of three elements including career identity, career vision as well career resilience.
- ❖ **Organization Commitment**, refers to employee's emotional attachment which is comparable with other work related states and attitudes such as job satisfaction, organizational identity and performance etc.
- ❖ **Organizational Culture**, is defined as a set of significant ethics, expectations, sympathies, and norms shared by workforce of an organization and are role model for the new members.
- ❖ **Mentoring program**, Mentoring is a process by which senior; more experienced individuals train their juniors, subordinates, and inexperienced individuals with task, psychological needs and career factors.

4. METHODOLOGY

4.1 Participants and procedure

The data was collected from the banking sector employees in Pakistan. The population of the study is all banks employees located in city Narowal and Zafarwal (Punjab, Pakistan) including Habib bank ltd, Bank Alflah ltd, Muslim Commercial bank, Allied bank ltd, United bank, National bank and Mezaan bank. Simple Random sampling technique use to select sample and the sample size is 70 employees with the age range of 21 to 55 average age 38 years old including male and female both. The respondents of all managerial levels were included. A field survey was conducted. Answers remained further processed with SPSS for Windows 16 and as ordinal data processing method. We employed the mean, standard deviation, variance and cronbach alpha to test the validity and significance of data.

4.2 Measures

The opinion poll on mentoring program obligated 10 substances, using 5-point Likert scale taken from the scale developed by (Zoogah, 2010a). Career motivation also unrushed using 10 substances taken from two existing scales the inventive twenty-element form of a scale established by London (1991) and a twenty-six-elements measure developed by Noe *et al.* (1990). All Participants were entreated to specify to what scope they achieved the listed objects at their workstation, on a 5-point response scale ranging from "5=strongly disagree" to "1= strongly agree". Organization commitment was dignified using 5 items taken from the incorporated organizational commitment scale developed and validated by of (Allen & Meyer, 1990). Requested to participants indicate what extent they accomplished the listed items at their workplace, on a 5-point response scale ranging from "5=strongly disagree" to "1= strongly agree". The survey also included five questions evaluating basic demographic questions (marital status , sex, age, level of education and position in the organization) for the purpose of developing a respondent profile.

5. RESULTS AND DISCUSSIONS

In this section different technique like as reliability test, descriptive statistics, correlation, ANOVAs and regression applied on data by using SPSS to test hypothesis. The tables of all results are given below with discussion.

Table-1 Reliability Statistics	
Cronbach Alpha	N of Items
.827	4

In table-1 the results of reliability statistics of variable are reports. Cronbach alpha technique use to assessment reliability of variables and the value 0.827 depicts that data about variable are authentic.

Table-2 Descriptive Statistics				
Variables	Minimum	Maximum	Mean	Std. Deviation
Mentoring Program	1.50	3.60	2.3971	.43538
Career Motivation	1.10	3.60	1.9029	.55403
Organization Commitment	1.40	3.80	2.5829	.48164
Organization Culture	1.00	3.40	1.8057	.46435

In table-1 place the results of descriptive statistics that shows the minimum, maximum, mean and standard deviation of variables. The mean values of all variables fall between within minimum and maximum values of variables, it depicts that the data is valid and no any error have in data.

Table-3 Correlation Statistics				
Variables	Mentoring Program	Career Motivation	Organization Commitment	Organization Culture
Mentoring Program	1			
Career Motivation	0.510	1		
Organization Commitment	0.682*	0.650*	1	
Organization Culture	0.581	0.621	0.683**	1
*. Correlation is significant at the 0.01 level				
**. Correlation is significant at the 0.05 level				

In table-2 shows correlation analysis along with mentoring program, career motivation, organization commitment and culture. The significance level is check at 1% and 5%. The result depicts that mentoring program and career motivation has more significant positive relationship with organization commitment, while organization culture as a moderating variable also show positive relationship with organization commitment.

Table-4 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851	.810	.791	.22112

In table-4 put the model summary, the value of R 0.851 present about correctness of the model and the minor variation between the value R, R square and adjusted R square also depicts no sample error. The value of R 0.851 which describe 85% the commitment of employees with organization characterize by explanatory variables mentoring program, career motivation and organization culture.

Table-5 ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	6.598	3	.866	51.940	.001 ^b
Residual	5.461	66	.446		
Total	12.059	69			

In table-5 ANOVA statistics presented the overall validity of the model. Further the sig value 0.illustrate the overall significance of model and explanatory variable mentoring program, career motivation and organization culture.

Table-6 Regression Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.
	B	Std. Error			
(Constant)	2.109	.627		3.365	.001
Mentoring Program	.030	.188	.019	.158	.005
Career Motivation	.202	.154	.164	1.311	.001
Organization Culture	.436	.187	.297	2.335	.050
a. Dependent variable; Organization Commitment					

Table-6 reports the regression results of explanatory variable mentoring program, career motivation and organization culture with dependent variable organization commitment. The significance values tell about significant level, while the values of t report the positive or negative relationship among variables. In the above results mentoring program have positive relationship with organization commitment at 1% significant level and the confidence interval is 99%, so H₂ hypothesis is acknowledged. Same results founded by (Scandura & Williams, 2002; Forret & Parise, 2008) and its means that in mentoring program included the training, knowledge sharing and career developments programs within organization escort the organization commitment. Career motivation has positive relationship with organization commitment at 1% significant level and the confidence interval is 99%, so H₃ hypothesis is accepted, while organization culture also has significantly positive relationship with organization commitment, so H₄ is also accepted. Organization culture shows positive relationship as a moderate with explanatory and dependent variables, so H₅ is accepted. It shows organization culture participate a significant role in organization. Same results founded by (Lorenzo, 1998; Pool, 2000; Silvester & Anderson, 1999; Ahmed, 1998).

CONCLUSION

The objective of the study to find the impact of career motivation and mentoring program on organizational commitment: moderating role of organizational culture. a case of banking sector in Pakistan. Today's competitive business environment, it has become a major challenge for companies to retain talented pool of employees. To achieve this strategic organizational objective, managers have to take certain decisions which are useful in determining the long term business performance. The outcomes of the research depict that mentoring program and career motivation

have significantly positive relationship with organization commitment. The organizations and managers will need to provide different mentoring and career motivation programs to retain their employees to accomplish organizational goals. While it also necessary for organizations develop the culture within organization conferring to employee's aspirations because it also has significantly positive relationship with organization commitment.

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