



IMPACT OF EMPLOYEE'S COMMITMENT ON JOB SATISFACTION AND THE ROLE OF CAREER DEVELOPMENT PROGRAM AS A MEDIATOR

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Abstract

The aim of the research study was to analyze the significance of CDP (career development program) on employees' commitment and job satisfaction at telecom sector. A questionnaire consisting of close ended questions rated specifically on 5-point likert scale is adopted and conducted on the employees working in telecom sector. In the study of concern variables, the input obtained from the evaluation of the survey results was interpreted by using SPSS statistics software and process macro. The study revealed a significant relationship between career development program and employee's commitment and job satisfaction. It was found that CDP as a mediating variable helped to explain the relationship between the variables. Lack of such development program after hiring is of great interest for both employees and management of the concern organization. The lack of career development program affects the commitment level and job performance level. However, how Career development influences certain other variables like employee turnover etc is still yet to be researched.

Key Words: Career Development, Commitment, Job Satisfaction, Telecom Sector.

INTRODUCTION

The word career development emphasizes the interest of individuals especially employees. It is a broad term and sets as a main step in achievement of both individual and organizational goals. Career development is a lifelong process of learning, leisure, work and transition for moving towards a bright future. The success rate of every organization (company) is mainly dependent upon its human resources. According to Susan (2012), human resource is one of the most important asset in the uplift of an organization. Several other factors which play a crucial role; an organization should have effective and efficient employees in order to stay financially stable and competitive (Vondracek, Fred W., Richard M. Lerner, and John E. Schulenberg, 2019). Organization must be aware of employee commitment in respect to job satisfaction (Baruch, Yehuda, and Denise M. Rousseau, 2019).

To accomplish a harmony between an individual career needs and the organization workforce requirements, a well planned and organized effort of career development is required to achieve organizational goal (Leibowitz, Farren& Kaye, 1986; Lips - Wiersma & Hall, 2007). Under the employment practices of life time, career development program was regarded as key part of the human resource management (Nadler & Nadler, 1989).Through career development employees can grow their proficient information and autonomy to enhance innovativeness, work execution and advancement (Ko, 2012).



Career development program has become attractive for organizations which aim at improving performance and productivity (Patton & McMahon, 2006). To gain competitive advantage, organization considers several factors like technological innovation, demographic change, skilled employees, etc. Such a move will improve hierarchical dedication among representatives, occupation fulfillment, less representative grievances and bring down employees turnover (Werther & Davis, 2002).

PROBLEM STATEMENT

The concept of career development programs has evolved with the passage of time. Career development theories provide a fundamental explanation for describing human behavior in a proper manner. The study reviews some career development theories and offers an understanding of how they affect employee retention, employee commitment, employee commitment and job satisfaction, and the other behaviors within organizations.

Hindrances to career development programs are not known and solutions are also yet to be discovered. If this problem continues, the performance of organization will decline affecting the goals and objectives. Therefore, the focus of the study is to assess the career development practices within the organization and to recommend the possible strategies for minimizing hindrances in implementation of career development programs. The findings of the study would help the initiators in addressing the limited career development programs. The study is expected to provide information regarding importance of career development programs for the organization and its employees.

OBJECTIVES OF THE STUDY

1. To find out relationship between employee commitment and career development program;
2. To find out relationship between job satisfaction and career development program;
3. To find out relationship between employee commitment and job satisfaction;
4. To find out mediating effect of career development program between employee commitment and job satisfaction.

RESEARCH QUESTIONS

The main research questions of this study are as under;

1. Is there any relationship between employee commitment and career development program?
2. Is there any relationship between employee job satisfaction and career development program?
3. Is there any relationship between employee commitment and job satisfaction?
4. Does career development program mediate the relationship between employee commitment and job satisfaction?

RESEARCH HYPOTHESES

The proposed hypotheses are given below;

H₁₁: Employee commitment significantly effects career development program in telecom sector.

H₁₂: Job satisfaction significantly affects Career development program in telecom sector.



H₁₃: Employee commitment significantly effects job satisfaction in telecom sector.

H₁₄: Career development program has significantly mediates the relationship between job satisfaction and employee commitment in telecom sector.

THEORETICAL FRAMEWORK

Mediation model identify the mechanism for explaining the process that underlines an observed an observed relationship between dependent and independent variable by including a third hypothetical variable. This hypothetical variable is also known to be a mediator variable or mediating variable or intermediary variable or intervening variable. A mediator is added to explain the relationship between dependent and independent relationship. Mediation analysis helps in better understanding of relationship in between dependent and independent variables. This model was proposed by Baron and Kenny's in 1986.

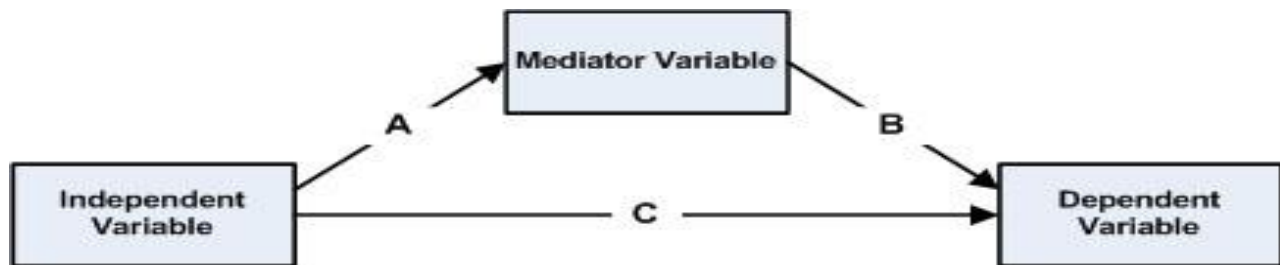
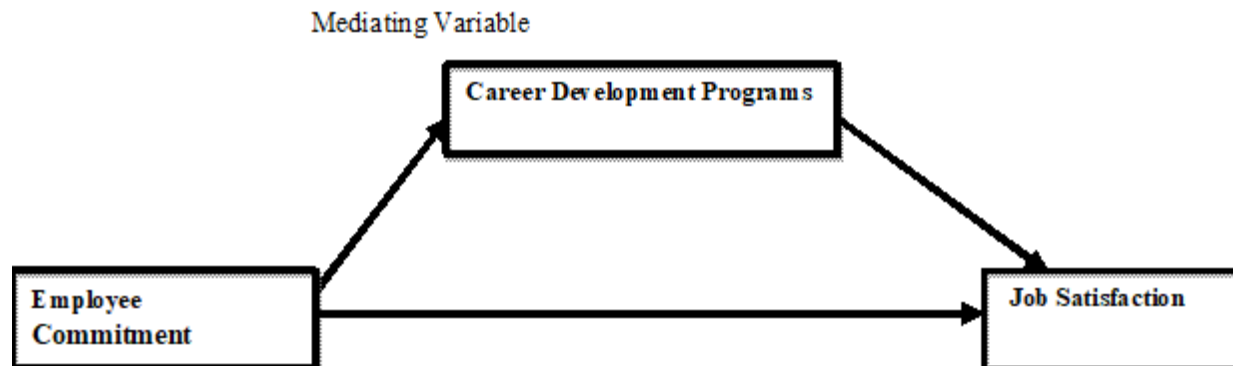


Figure No. 1.2Barron and Kenny's Mediation Model (1986)

In this study, while studying the role of career development program, mediation model is applied. The relationship between dependent variable i.e. employee’s commitment and dependent variable i.e. job satisfaction is explained through mediating variable i.e. career development program.



LITERATURE REVIEW

INTRODUCTION

Career development is very important and considered is an essential part of the organization’s policies. Several researchers explored this area with different point of views. A clear linkage (convergence) between individual and organizational effort has been clearly shown in the development of career. Traditional views suggest that career planning inherently is the system where an employer is protecting the people rights but he does not rely on giving any responsibility or freedom of choice which can help



employees in the development of their career (Nadler & Nadler, 1989; Gutteridge, Leibowitz & Shore, 1999). Modern perspectives advocate that profession arranging is more dynamic while dealing with own career whereby workers play a noteworthy part (Inkson & Pringle, 1999; Baruch, 2003). Prior studies define the term career as a link between individual work experience and jobs performed at different sectors (Rosentein, 1992; Arthur, 1994; Collard & Waterman, 1994; Mirvis & Hall, 1996). Organization must be aware of employees' commitment and job satisfaction of employees in respect to their career development.

CAREER DEVELOPMENT

Fieldman & Thomas (2004), defined the term "Career development" as an advancement of activities (exercises) or the continuous procedure to built up one's mission of career in relation to his life achievement. This involves preparing new skills, moving to higher occupation obligation; professional improvement, or beginning one's business. Career development program is an effective way to foster future skillful leaders having experience that will be needed for implementing organizational strategies within the organization. The concept regarding career development has evolved time to time by advancing varied theories in shaping up their careers.

For accomplishing corporate mission companies are required to give training hours to every employee (Wilson, 2000). Employees after knowing their hidden skills will look forward for appropriate position rather than jumping here and there for different opportunities (Moses, 2000). Any career development program will quickly destroy itself if it is not evaluated on regular basis. Career development programs must bring fruitful outcomes for organization and individuals rather than achieving only certain objectives. Therefore, a portion in CDP must be there to evaluate the outcome as well.

EMPLOYEE COMMITMENT

In general, it is the commitment of employees and desire to stay in organization (Dogan & Kilic, 2007). The level of employee's involvement and attachment with the organization is said to be organizational commitment (Bartlett, 2001). To stay, work, protecting organization assets, and sharing organization goals can be regarded as organizational commitment (Meyer & Allen, 1997). The level for maintaining membership with organization is identified by its goals and wishes (Robbins & Coulter, 2009). The study of organizational commitment is three dimensions i.e. Affective commitment, Continuance commitment and Normative commitment (Allen & Meyer, 1990). Several other elements affect organizational commitment such as individual factors, responsibility related factors, experience at job and social factors (Aydogdu & Asikgil, 2011). Career development in relation with the employee commitment is a standout amongst the most vital predecessors of worker responsibility. Inside association the esteem and chance of profession advancement will affect a worker's dedication (Rothwell and Arnold, 2005). According to Meyer and Allen (1997), commitment can be partitioned into three segments i.e. affective commitment (a person's passionate connection with the association), continuance commitment (remaining considering association keeping rewards and the expense of leaving) and normative commitment (a sentiment of commitment for individual to remain with association). Organizational commitment can be achieved at high rate if such programs are focused by employers and will eventually result in job satisfaction.

JOB SATISFACTION



Job satisfaction is the workers feeling of accomplishment and triumph on the job. The productivity and individual wellbeing is directly tied-up with job satisfaction. Job satisfaction recommends doing some work one enjoys performing well and being compensated for one's undertakings. Career development (professional advancement) programs can have a major effect on alleviation of feelings in case of job satisfaction (Moses, 1999). In the environment where workers don't trust the organization thinking about them then employees would also experience considerable difficulties thinking about that organization goals (Garger, 1999). Company investment on people working for them leads to employees' satisfaction which ultimately benefits the company and results in job satisfaction (Wilson, 2000). Researchers have partitioned job satisfaction into two fundamental classes; General satisfaction refers to large and overall fulfillment (satisfaction) and particular satisfaction refers to assessment of different occupational perspectives (Ekeret.al., 2007).

RESEARCH METHODOLOGY

RESEARCH DESIGN

The study was cross sectional and quantitative in nature. The answers were to be selected from 5 point likert scale. All the questions in the questionnaire were adapted questions from known researchers and its results were then transformed into a meaningful conclusion which was basically our aim. The population of the study is the employees working in Telecom Private Sector in Peshawar. A sample size of about 206 responses at 95% confidence interval is studied from total of 440 known population to get the exact relationship among variables. Simple random sampling technique was used. The sample frame is comprised on employees working in different sections in Telecom Private Sector i.e. Jazz, Ufone, Telenor and Zong operating in Peshawar. Cellular telecom sector was the area of interest under which four main companies were providing services. Primary source of data is used for the study. The data is obtained by adopted questionnaires. As data was collected from employees working in telecom sector so questionnaire was floated among the employees including males and females. The variables of the study were Career Development Programs, Employee's Commitment and Job Satisfaction. Independent variable was selected as Employees' Commitment, and dependent variable was Job Satisfaction and Career Development Programs was used as mediating variable. The collected data was analyzed through SPSS software. Statistical tests were applied on the collected data though pre-administered questionnaires from the selected respondents. To know the cause and effect relationship between mentioned variables regression analysis was applied. For finding out the association between the variables, the correlation technique was used. Descriptive and Demographic statistics were obtained from the data, Reliability and ANOVA tests were applied. Hypothesis testing was calculated through Process. Validity is the measurement of the questionnaire that either it measures what it tends to litigate. i.e. whatever responses received, that would prolong over some period of time. Validity was measured through Pearson Correlation & Reliability was measured through Cronbach Alpha. The sample size for the study was based on a formula designed by Krejice and Morgan (1970) by *NEA research bulletin*; National Education Association of the United States research division. Furthermore, the responses of the respondents are measured by Likert's scale. The questions in the questionnaire were adapted from known researchers i.e. Job Satisfaction by Cook, J. D., Hepworth, S.J., Wall, T.D., & Warr, P.B. (1981), Employee Commitment by Deci, E. L., Eghrari, H., Patrick, B. C., & Leone, D. (1994), Career Development by Defillippi & Arthur, (1994) who developed it.

RESULTS ANALYSIS



Demographic Statistics

Table No: 4.1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	146	70.9	70.9	70.9
	Female	60	29.1	29.1	100.0
	Total	206	100.0	100.0	

The Table 4.1 showed that from total of 206 respondents, 146 were male whereas 60 respondents were female. The male respondent’s ratio was 70.9% and the female ratio was 29.1%. The cumulative percentage for male was 70.9% and for female was 100%.

Table No: 4.2 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	112	54.4	54.4	54.4
	36-45	51	24.8	24.8	79.1
	46 +	43	20.9	20.9	100.0
	Total	206	100.0	100.0	

The Table 4.2 showed that from the total of 206 respondents, 112 respondents age was in between 25-35 whose cumulative percentage was 54.4%. Similarly 51 respondents age was in between 36-45 whose cumulative percentage was 79.1% and remaining 43 respondents age was above 46 whose cumulative percentage was 100%.

Table No: 4.3 Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ufone	55	26.7	26.7	26.7
	Jaaz	75	36.4	36.4	63.1
	Telenor	40	19.4	19.4	82.5
	Zong	36	17.5	17.5	100.0

**Table No: 4.3 Organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ufone	55	26.7	26.7	26.7
	Jaaz	75	36.4	36.4	63.1
	Telenor	40	19.4	19.4	82.5
	Zong	36	17.5	17.5	100.0
	Total	206	100.0	100.0	

The table 4.3 showed that from the total of 206 respondents, 55 respondents belonged to Ufone, whose cumulative percentage was 26.7%. Similarly 75 respondents belonged to Jaaz, whose cumulative percentage was 63.1%. The respondents belonged to Telenor were 40, whose cumulative percentage was 82.5% and the respondents belonged to Zong were 36, whose cumulative percentage was 100%.


Table No: 4.4 Designation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive Level	24	11.7	11.7	11.7
	Managerial Level	62	30.1	30.1	41.7
	CSR	64	31.1	31.1	72.8
	Other	56	27.2	27.2	100.0
	Total	206	100.0	100.0	

The table 4.4 showed that from the total of 206 respondents, 24 respondents belonged to executive level, whose cumulative percentage was 11.7%, Similarly 62 respondents belonged to managerial level, whose cumulative percentage was 41.7%. The respondents belonged to customer sale representatives were 64, whose cumulative percentage was 72.8 and the respondents belonged to other levels were 56 whose cumulative percentage was 100%.

Table No: 4.5 Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than Year	48	23.3	23.3	23.3



2-4 Years	68	33.0	33.0	56.3
5 - 7 years	39	18.9	18.9	75.2
More than 7 years	51	24.8	24.8	100.0
Total	206	100.0	100.0	

The table 4.5 showed that from the total of 206 respondents, 48 respondents had less than 1 year experience, whose cumulative percentage was 23.3%. Similarly, 68 respondents have experience in between 2-4 years, whose cumulative percentage was 56.3. The respondents who had experience in between 5-7 years were 39, whose cumulative percentage was 75.2 and the respondents who had more than 7 years’ experience were 51, whose cumulative percentage was 100%.

Table No: 4.6 Income

Cumulative Percent		Frequency	Percent	Valid Percent
Valid	20-40000	79	38.3	38.3
	41-60000	52	25.2	63.6
	61-80000	48	23.3	86.9
	80 +	27	13.1	100.0
	Total	206	100.0	100.0

The table 4.6 showed different income level of respondents working in organization. From the total of 206 respondents, 79 respondents had income level in between 20,000 to 40,000 rupees, whose cumulative percentage was 38.3%. Similarly 52 respondents had income in between 41,000 to 60,000 rupees, whose cumulative percentage was 63.6%. The respondents who had income in between 61,000 to 80,000 rupees were 48, whose cumulative percentage was 86.9% and rest the respondents who had income level more than 80,000 rupees were 27, whose cumulative percentage was 100%.

RELIABILITY

Table No: 4.7 Reliability Statistics

Variable	Cronbach's Alpha	No of Items	Reliability
Career Development	.705	5	Reliable
Employee Commitment	.735	9	Reliable



Job Satisfaction	.716	7	Reliable
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The table 4.7 showed the reliability of the data. According to Cronbach’s Alpha rule, if the value is greater than or equal to 0.7, the result should be considered reliable. As all the Variables outcome result is greater than 0.7 so the results were considered reliable. Cronbach’s Alpha value for Career Development was 0.705 which item scale i.e. number of questions from respondents in questionnaire were 5. Cronbach’s Alpha value for Employee Commitment was 0.735 which item scale i.e. number of questions from respondents in questionnaire were 9. Cronbach’s Alpha value for Job satisfaction was 0.716 which item scale i.e. number of questions from respondents in questionnaire were 7.

NORMALITY TEST

Table No: 4.8 Normality Descriptives

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Gender	206	.226	.169	.155	.337
Age	206	.180	.169	.114	.337
Org	206	.261	.169	.032	.337
Designation	206	.190	.169	.038	.337
Experience	206	.157	.169	.299	.337
Income	206	.236	.169	.115	.337
JS	206	.166	.169	.156	.337
CD	206	.288	.169	.266	.337
EM	206	.204	.169	.212	.337
Valid N (listwise)	206				

The table 4.8 showed the normality descriptives. The Skewness and Kurtosis values should be as close to zero as possible. In reality the data are often skewed and kurtotic. A small departure from zero is therefore no problem, as long as the measures are not too large to compare to their standard errors. So as a consequence, we must divide the measure by its standard error. This gives us Z-value, which should be somewhere in between -1.96 and +1.96. As from the table, it is clear that all the values line in between the range and the data was considered normal.



FACTOR ANALYSIS

Kaiser Meyer Olkin (KMO) and Bartlett’s Test

Both the KMO and Bartlett’s test measure the strength of relationship among the variables. Sampling adequacy is measured by KMO, the acceptable value for KMO test should be or close to 0.5 (50%) in order to proceed. Similarly, Kaiser (1974) categorized values into three numbers. 0.5 value was considered as minimum or barely accepted value, similarly, 0.7-0.8 was considered as acceptable while 0.9 or above value was considered as superb.

Strength of the relationship among variable is indicated by Bartlett’s test also. Null hypothesis is tested by Bartlett’s test that the correlation matrix is an identity matrix or not. When all the diagonal elements are 1 and off diagonal elements are closed to 0 is identity matrix. In such test, only P-value will be considered, and the rule for P-value is same that is when value is less than 0.05, it will be considered as significant result, so we will reject null hypothesis and will accept alternate hypothesis.

COMMUNALITIES

Communalities shows the variance, when its value is more than 0.5 will be considered for further analysis. Values below 0.5 will be removed from further factor analysis.

Table 4.9 PCA for Job Satisfaction

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.842
Bartlett's Test of Sphericity	Approx. Chi-Square	288.6
	df	36
	Sig.	.000
Communalities		
	Initial	Extraction
Satisfaction with work.	1.000	.780
Satisfaction from my supervisor.	1.000	.813
Satisfaction with my job.	1.000	.796
Satisfaction with organization.	1.000	.858
Satisfaction with my pay as compare to my efforts.	1.000	.824
Satisfaction with the my progress to organization	1.000	.954
Satisfaction that promotion will be given in future.	1.000	.954



Communalities

	Initial	Extraction
Satisfaction with work.	1.000	.780
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Satisfaction with organization.	1.000	.858
Satisfaction with my pay as compare to my efforts.	1.000	.824
Satisfaction with the my progress to organization	1.000	.954
Satisfaction that promotion will be given in future.	1.000	.954

Extraction Method: Principal Component Analysis.

In table 4.9, the values indicate that the results are significant and the same values can be considered for further analysis of the data. The KMO value is 0.8 which is greater than 0.5, so it is accepted. Similarly Bartlett's Test of Sphericity P-value is 0.000 which is also highly significant. In communalities, all questions outcome value is greater than 0.5, so all the items will be considered for analysis.

Table No 4.10 PCA for Career Development

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.866
Bartlett's Test of Sphericity	Approx. Chi-Square	357.698
	df	10
	Sig.	.000

Communalities

	Initial	Extraction
Feel bright career with the organization.	1.000	.823
My overall attitude and behavior towards my job is influenced by my career with the organization.	1.000	.822
My career with the company is not looking worthwhile.	1.000	.800
I feel to be getting ahead in the organization.	1.000	.943



Feeling secure in the job? 1.000 .903

Extraction Method: Principal Component Analysis.

In table 4.10, the values indicate that the results are significant and the same values can be considered for further analysis of the data. The KMO value is 0.866 which is greater than 0.5, so it is accepted. Similarly Bartlett's Test of Sphericity P-value is 0.000 which is also highly significant. In communalities, all questions outcome value is greater than 0.5, so all the items will be considered for analysis.

Table 4.11 PCA for Employee Commitment

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.782
Bartlett's Test of Sphericity	Approx. Chi-Square	412.3
	df	36
	Sig.	.000

Communalities

	Initial	Extraction
Willingness for extra effort for organizational success.	1.000	.900
Recommended to friends that the organization is best to work for.	1.000	.928
Acceptance of any responsibility for uplift of organization.	1.000	.781
Individual's values and the organization's values are almost same.	1.000	.862
Feels happy to be the part of this organization.	1.000	.827
Inspiration from the organization in terms of job performance.	1.000	.874
Choosing this organization as compare to other to work for.	1.000	.918



Caring about fate of this organization.	1.000	.912
The organization is best in which I work.	1.000	.832

Extraction Method: Principal Component Analysis.

In table 4.11, the values indicate that the results are significant and the same values can be considered for further analysis of the data. The KMO value is 0.78 which is greater than 0.5, so it is accepted. Similarly Bartlett's Test of Sphericity P-value is 0.000 which is also highly significant. In communalities, all questions outcome value is greater than 0.5, so all the items will be considered for analysis.

REGRESSION ANALYSIS

Table No: 4.12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418 ^a	.201	.097	.2.09772
2	.456 ^b	.409	.303	1.84332

a. Predictors: (Constant), JSMeans, ECMeans

Table 4.12 showed the model summary. The R Square value gave some information about the goodness of fit of a model. The value of R for Employee Commitment was 0.418 presenting 41% variation and for Career Development was 0.456 presenting 45% variation in was due to dependent variable. The Model summary showed that R-Square value for Employee Commitment was 0.201 presenting variation showed that 20.1% variation and for Career development was 0.409 presenting 40% variation in the model by the dependent variable which supports the research study.

Table 4.13 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	101.172	1	101.172	22.991	.000 ^b
	Residual	897.689	205	4.400		
	Total	998.81	206			
	Regression	309.106	2	154.553	45.486	.000 ^c
	Residual	689.756	204	3.398		
	Total	998.861	206			



Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	101.172	1	101.172	22.991	.000 ^b
	Residual	897.689	205	4.400		
	Total	998.81	206			
	Regression	309.106	2	154.553	45.486	.000 ^c
	Residual	689.756	204	3.398		
	Total	998.861	206			

a. JSMeans, ECMeans, CDMeans

The ANOVA table 4.13 showed that the result was highly significant because the P value 0.000 was less than 0.05, so here we will reject null hypothesis and accept alternate hypothesis. As F-Value is greater than 4 so the result was significant.

Table 4.14 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	5.350	1.687		3.175	.002
	EC	.299	.041	.187	3.057	.000
	CD	1.88	.137	.797	7.822	.000
	JS	.535	.071	.021	.365	.000

The table 4.14 showed the Beta i.e. variation among the means which value for Employee commitment was 0.299 and its P-value was 0.000 i.e. less than 0.05 showed it's highly significance. The mean value for job satisfaction was 5.35 and its P-value was 0.000 showed its highly significance. The mean value for career development was 1.88 and its p-value was 0.000 showed its highly significance.



CORRELATION

Table 4.15 Correlations

		Job Satisfaction	Career Development	Employee Commitment
Job Satisfaction	Pearson Correlation	1	.501**	.418**
	Sig. (2-tailed)		.004	.000
	N	206	206	206
Career Development	Pearson Correlation	.501**	1	.819**
	Sig. (2-tailed)	.004		.000
	N	206	206	206
Employee Commitment	Pearson Correlation	.418**	.819**	1
	Sig. (2-tailed)	.000	.000	
	N	206	206	206

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

Table 4.15 showed the correlation, the hypothesis 1 was related to the job satisfaction which value was positive and had a significant relationship with the career development having correlation of .501**, sig. 0.000 which supports our hypothesis. The hypothesis 2 was related to employee commitment which value was positive and had a significant relationship with the career development having correlation of .418**, sig. 0.000 which supports our hypothesis.


MEDIATION ANALYSIS

For testing hypothesis, mediation test was applied through process. As we have a lot of independent variables, so process did not allow us to run all at one time, so we did it stepwise.

Table No. 4.16a Model Summary

R	R-sq	MSE	F	df1	df2	p
.82	.67	.86	414.75	1.00	204.00	.00

Table No 4.16b Model



Model	coeff	se	t	p
Constant	-5.83	.75	-7.82	.00
CD	0.37	.02	20.37	.00
EM	.61	.06	9.54	.00

Table No 4.16c Direct effect of X on Y

Effect	SE	t	p
.61	.06	9.54	.00

Table No 4.16d Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
CD	.41	.06	.038	.094

Model: 4; Dependent Variable: Job Satisfaction; Independent Variable: Employee Commitment; Mediating Variable: Career Development; Sample Size: 205

The table 4.16a and 4.16b showed the outcome of our hypothesis. Employee commitment was our independent variable in step 2. The model summary showed R value, R-square value, F value and P-value. The R Square value gave some information about the goodness of fit of a model. The value of R was 0.82 presenting 82% variation was due to dependent variable. The Model summary showed that R-Square value 0.67 presenting variation showed that 67% variation in the model by the dependent variable which supports the research study. The P-value 0.00 i.e. less than 0.05 showed that the results are highly significant and it supports the hypothesis. Similarly, table 4.16c and 4.16d showed the direct and indirect effect of X on Y. It was observed that there is effect of dependent variable on independent variable and mediation has its own effect of the relationship. So here we will reject null hypothesis and accept the alternate hypothesis i.e. career development has significant relationship with employee commitment in telecom sector.

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

The study revealed that there was a significant relationship between career development and employee’s commitment and job satisfaction. It was found that the career development as a mediating variable helped to explain the relationship between the variables. The impact of career development played a major role in strengthening of relationship. The impact of employee’s commitment level increases due to career development programs. It was found that career development programs mediate the relationship between job satisfaction and commitment. The impact of career development played a major role in strengthening of relationship. The impact of employee’s commitment level increases due to career development programs.

The study demonstrated a reasonable connection between training and employment fulfillment i.e. job satisfaction. At the point when employees are given importance by their employers and certain trainings are provided, they joyfully enjoy in their occupation. They are not just given the instrument to carry out their occupations well, yet they are additionally offered chances to grow new abilities and accomplish career objectives for a better career. Companies that invest in their employees, result in



higher employee retention, commitment, commitment and job satisfaction. Despite the fact that there are different elements that are important to work fulfillment (job satisfaction) and numerous reasons that employees may leave organizations, still career development projects can even now have a beneficial outcome in contributing to employees' commitment.

The information in the study can be used in many different ways by a variety of organizations. The key point is that organizations must put the most extreme value on the HR and ought to build up a culture and practices that demonstrate that sort of working environment where employees feel happy to work. The public will get beneficial from the study by having knowledge about career development program importance in organizations. Many companies can use the findings of the studies for decision making in fund raising. The study can also be used by other sectors, i.e., Hospitals, NGO's, Banks, etc for further research. For further studies, the same mediating variable can be linked with other variables like turnover rate, workforce, organizational environment etc can be considered. As this study is limited to telecom sector working in Peshawar, so similar context can be studied in other parts of the region for knowing its impact at that working place.

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