

CAREER COMMITMENT: A POSITIVE RELATIONSHIP WITH EMPLOYEE'S PERFORMANCE

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ABSTRACT- *There is a strong relationship between career commitment and employee performance. The Correlation between them has significantly important for the outcome of any organization with great positive response and performance of employees committed by its organization. To achieve better commitment, the organizations will have to devise career opportunities for the good behaviour of employee professional performance. Commitment in a simple word, a promise of a person to a progression of related job either it is career oriented or job oriented, but we give priority to career commitment because our mission to engage with an organization begins from watching career strategies.*

Keywords: Career Commitment, Motivation, Organizational Commitment, Organizational Theories

INTRODUCTION:

Today, where we are in the era of 21st century all organizations are in the competitive queue and victorious organizations always touch the peak level of success in which employees' performance committed to the organization's objective and works as an effective team member [1]. The organization that provides career commitment procedures and strategy to its employees, basically it wants an output or better performance; actually these are requirements and needs of that organization. As a result employee commitment is arrived with greater responses. One of the aim of this study to determine how the employee's performance influence their commitment and the concept will be explained with reference of Meyer and Allen [2] three components of organization commitment factors affecting it and how it will be built [3]. There are three foci of commitment, organization, job and career commitment [4]. The discussion of this literature focuses on the career commitment, but our research explored that without a job and organizational related moderator, the association between career commitment and employee performance cannot give positive production.

LITERATURE REVIEW:

In the statement "career commitment has a positive relationship with an employee's performance" hypothesis stated that employee's performance strongly affected by the career commitment developed by their organization. Analytical and theoretical reviews of many researchers have agreed to this hypothesis testing.

Career commitment defined over literature as inference the career development of the employees [3].

Commitment:

In a simple language, commitment means "sense of being bound intellectually to some portion of the action" [5], which includes relationship of one person to other ones. In the working environment we always see this bond between employees and its related organization where their affection measured in terms of employee performance and organizational offered policies and procedures. The organization provides job career with the legal or sometimes its own build up strategies and regulations that is committed to the hired employees, and the employees should follow

that commitment efficiently for which organization appoints them [6].

Over the years, career commitment has been defined and measure in many different ways:

- It could be a balancing power that acts to maintain and motivate behavioural direction of an employee.
- A courteous force which requires the person honors the commitment.
- It may be identifying the strength of an individual and the physiological attachment felt by the person in the organization and so on [1].

Career commitment in an organization:

Before the deep dive into the employee behaviour we focus on the actual career commitment that is providing an intrinsic and extrinsic materialistic environment in an organization and keep hold of their employees. A career commitment is based on employees' performances receiving and appreciating enticement to match contribution that's may be also rewarded corresponding with the venture.

One factor is employee's physiological or emotional attachment that is responsible for the positive responses from organization through loyalty, warmth, belongings and pleasure etc.

All in all, career commitment supports the goal of the organization. For proving this statement many analytical reviews, models, theories have been circulated, but we emphasize and highlight Meyer and Allen conceptualization model.

Organizational career commitment is largely planned and strategic procedures under control of one wave and imply on entire management. Behavioural characteristics are mainly considered in the recital work done in environment to continue improvement in current job and job mobility attentiveness [7].

Commitment relation to employee performance:

The measure of work behaviour of employee correlated positively with the career commitment. Many dramatic changes occurred in the last few decades in a new retail format which could see in large organizations. It is important [8] for the retailers to understand the reason for employee performance by their motivation, job satisfaction and organizational commitment. Employee performance can be

measured in terms of motivation and satisfaction. Now we can say there is a significant positive correlation exists between motivation, job satisfaction and career commitment. These variables determined by the education and work experience of a person.

A member of researches suggests that role of employee is changing with reference to career opportunities. It is true that if employees take less responsibility than other stakeholder need to take control and action to enhance and maintain employability. In this two variable relationship there are many moderators involved who are responsible for pushing up the entire system.

Company or organization policies play an important role in providing career commitment as we said before. Somehow these policies should be emerged after applying old one. It seems that the organization may benefit from enhancing commitment across all stages which cause reduced absenteeism and performance clearly seen. Early researchers tended to concentrate on job satisfaction as the key attitude related to employee performance, such as job performance and turnover. But now new research confidently said that, career commitment is an important attitudinal predictor of employee performance and intentions [9].

THEORETICAL PERCEPTIONS ON CAREER COMMITMENT AND PERFORMANCE:

The model can be seen in figure-1 summarize multiple concepts and theories in one box, theoretical framework in which employee's work for whom he is committed, co-worker who are working with, his organizational environment where he feel free, but devoted and most important salary and promotion for which he has done struggle for his personal need and for the performance of the organization. These variables provide satisfaction to employee to perform well with the higher and positive commitment of organization [1].

Motivation theory:

Motivation is the process that accounts for an individual's intensity, direction, and persistence of effort toward the accomplishment of a goal.

- *Intensity* means measurement of a working strength of a person
- *A direction* that benefits the organization
- *Persistence* tell us that an employee gives quality work and effort over a long period of time

On the basis of above definition many researchers came and gave their supportive theories on motivation [10]. Such as, Herzberg's Hygiene theory, McClelland's Need theory, Vroom's Expectancy theory, or Hackman and his colleagues' Job Design Model [11]. Motivation is only the first step that can produce a specific behaviour of the employee that is related to commitment.

Herzberg's Hygiene theory:

Herzberg proposed two factors, i.e. hygiene and motivation in his theory, which people need for progress accountability, appealing, challenging work, safety, vacations and currency are all connected to the salary preference system. This system is highly motivated people to give their best output.

London's career motivation theory:

It's examined the effects of individual, situational and extra-work variables on career commitment. These three types of determinant factors are needed, interests, and personality variables pertinent to one's career. Work environment factors can sway career motivation, such as "staffing policies and procedures, leadership style, job design, group cohesiveness, career development programs, and the compensation system" [12].

Maslow theory of motivation theory:

This theory provides a hierarchy of need theory, in which he proved that individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied. He packed many needs in basic five factors. Probably, the globalization and the competitiveness nowadays push employees towards their career and job. Organizations, which can help employees to develop in their career fields, might not only improve their performance, but their attachment to the organization and probably in the future change from a very individual motivator to a more contributory logic towards the organization, since they would already satisfy their need of self achievement, esteem, physiological, safety and other Maslow's suggested needs [13].

Organization commitment theory:

By the concept of Meyer and Allen organization commitment, there are three general themes of commitment; Affection, Continuance, Normative can be seen in figure-2 and when these coupled together produce a higher positive behaviour of employees [14].

Affective attachment to the organization:

It refers to emotional attachment to identification and involvement in the organization. Employee with strong affective commitment continues working with the organization. Affectionate can become through personal or structural characteristics, work experience and job related attribute.

Continuance attachment to the organization:

It refers to an awareness of the cost related with leaving the organization. The Cost of leaving include threat of wasting time and effort acquire non transferable skills, benefits or having family and personal relationship. Employees who are primary asset for any organization is based on career commitment remain because they need to.

Normative attachment to the organization:

The Employee's performance with a high level of commitment feels that they ought to remain with the organization. It's included reward in advance in terms of money, bonus, or any tangibles. These things feel employee to feel an obligation to reciprocate by committing themselves to the organization.

Reinforcement theory:

It is concentrating on the affiliation between behavior (performance) and its consequences (pay) money or other monetary incentives are an important attribute in the increment of employee's performance. Basic and adequate

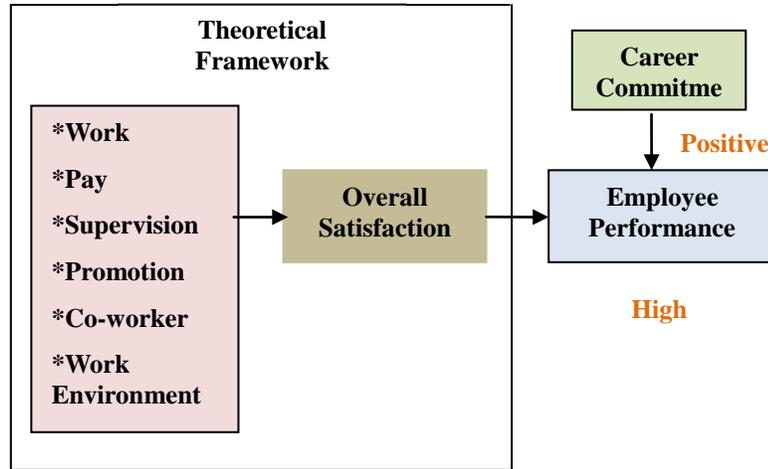


Figure 1: Framework for Employee Performance

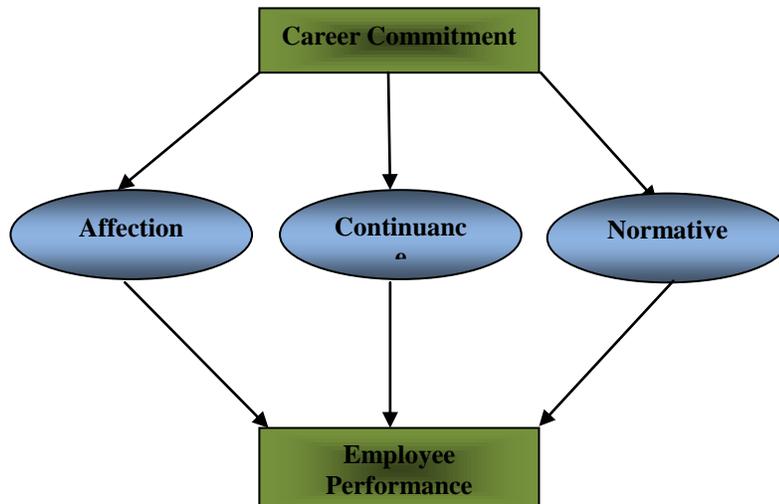


Figure 2: Mayer and Allen Organization Commitment Model

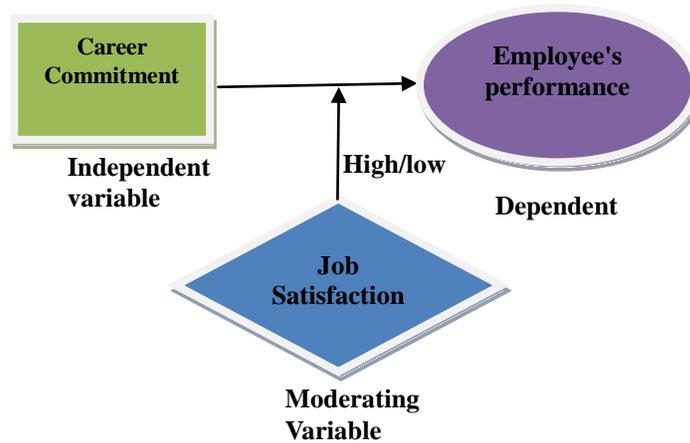


Figure 3: Relation between Career Commitment, Job Satisfaction and Employee's Performance

salary structure is very helpful to motivate employees in an organization.

CONCEPTUAL MODEL:

As we discussed above that employee behavior depends on the career commitment as well, so with the conceptual framework career commitment is independent variable it could be any organization's policies, rules, and formal strategies or might be an informal way of handling employee's performance. But in this relationship there is a moderator involve that is job satisfaction who's high or low affection will decide the output level of employee in an organization as shown in figure-3.

CONCLUSION:

The results of this literature provide strong and positive relationships between career commitment [15] and an employee's performance. We have seen many variables, moderator, attributes and characteristics as force factors which are contributed in a process of organizational growth and benefits. On the basis of it aroma employee's performance is dependent and creates a bonding with career commitment strategies of the organization.

In the future may be other factors will discover those are beneficial for an organization more and more regarding to employees.

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