

## **An Empirical Study on the Role of Career Development Programs in Organizations and Organizational Commitment on Job Satisfaction of Employees**

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In this study; the impact of career development programs in organizations, and organizational commitment on employees' job satisfaction, and their role in increasing job satisfaction are examined. A survey is applied in a sample group working in various industries. At this point, a questionnaire that consists of two sections of 43 questions rated on a 7-point Likert attitude scale is prepared. The survey was conducted on 204 employees that work in different sectors. In the study, the data obtained from the evaluation of the survey results was interpreted by using SPSS statistics software program. Results of the analysis indicate that career development programs and organizational commitment have a partial effect on employee's job satisfaction, organizational commitment affects job satisfaction directly and positively, and career development programs in organizations do not affect the level of employee's job satisfaction. In the light of the findings arose, the results of the study are discussed and recommendations for managers as well as academics are presented.

*Keywords:* job satisfaction, career development programs, organizational commitment, career planning, career management

### **Introduction**

The rapid increase of global competition, day by day renewed technology, growing demand towards better customer service have made constant and fast change an important issue in organizations. Businesses in the present world are operating in a highly competitive and borderless environment. Survival has become a key focus for many of these businesses, and they are constantly seeking for ingredients that can help to establish their competitive advantage (Jayasingam & Yong 2013, 3903). Nowadays, managers and employers understand that they cannot obtain a good performance from their employees in a platform where both personal career management and organizational career management practices are absent. They realized that developing new methods is necessary, and they have to make a fundamental change in this matter. Otherwise, it is likely that their competitors will discover the secret power of workers and take action already. One of the roles of the human resource department is to help employees consider potential career routes (Agba, et al., 2010, p. 106). Together with efficiently using human resources that have a strategic importance for organizations, the effects of career development programs -that might provide a competitive advantage- and organizational commitment on the employee's job satisfaction are chosen as the subject of this study. With no doubt, participation

of managers and workers in the processes in the workplace and the necessity of giving responsibility and authority to workers in order to make the decisions applicable have become very crucial nowadays. Participation in decision-making is related to autonomy or empowerment, which are intrinsically motivating (Beehr, et al., 2009, p. 4). Companies that still embrace their old ways of operation, in other words, a centralized hierarchical level in a changing business world will eventually lose their workers and clients to the firms that embrace and internalize the new management style. Now, employees will desire to leave the companies that embrace the old management style and be on the side of employers who are willing to show more respect, give more autonomy and authority. One of the assumptions of the employees hold about their careers is the match between their aspirations and organization's career system. Organizations sometimes do not seek the match; therefore, dissatisfaction and withdrawal may result (Cartwright, 2005, p. 40). In the modern business world nowadays, employers must find a way to not only recompense for their employees' labor and effort, but also to draw their souls into the workplace.

The goal of this study is to indicate the importance of the mentioned issues and raise awareness. Once we accept that the basis for the successful organizations is qualified employees, the main goal of the organizations must be to keep

skilled and experienced employees in the organization. In the basis of the achievement of these main goals, it is very essential for the organizations to provide training for the new employees, and assist the development of the present employees which are only possible by an efficient career system. Lee & Bruvold (2003, p. 984) highlighted that previous statements for appropriate employee development programs found their grounds on the awareness that organizations were gradually more dependent on their human resources. Investments in human resource development present the image of high commitment strategy that influences employee commitment and motivation (Lee & Bruvold 2003, p. 984). What is more, providing the integration of employees to the organization and while doing that, feeding with dynamics such as motivation, organizational commitment, and job satisfaction are very crucial. Development of human resources is associated with organizational success. The prerequisite for making a difference in a competitive environment lies in investing in people and performing both individual and organizational career processes. Lee & Bruvold (2003, p. 983) states that Michael Porter's research also affirms that companies that spend the most on employee training and development are the most competitive in all developed countries in the world. According to Granrose (1997, p. 29), the greater the match or similarity between individual career goals and plans and the organization's plans for the employee, the more positive the outcomes of motivation and satisfaction. Qualified production is achieved by qualified labor. In the business world where competition, change, the value of intellectual capital is continually increasing, organizations try to survive and be successful. In order to achieve this, the quality and the speed of production need to be increased. To achieve the intended level in factors such as creativity, change, quality and speed which are the building blocks of an organization is strongly related with good and proper use of human resource. Moreover, Ko (2012, p. 1010) underlined that career development includes growing professional knowledge and independence to improve creativity, job performance, and innovation. Given that labor capital gives a great advantage in competitive environments, it has become urgent for organizations to use more efficient human resources policies for hiring skilled workers and retaining them in the workplace. They invest in human resources development programs such as offering permanent learning for employees to improve present abilities and add new ones. Employees, then, perform efficiently, and this leads organizations to have a competitive advantage (Lee & Bruvold, 2003, p. 983). Now, financial possibilities are not enough for organizations to keep their skilled employees, they also need to

provide non-financial possibilities (giving authority or responsibility, appreciation, right to speak, etc.). It is only possible if they try to achieve the goals and values of the organization with their employees based on the DNA of the organization. In this point, organizational commitment and job satisfaction gains importance.

This study that will offer a variety for and direct the literature and practice, guide in the detection and resolution of the problems consists of three sections. In the literature review; concepts of career, job satisfaction, and organizational commitment are broadly addressed. In the methodology part, statistics analysis and findings of the research are presented. In Conclusion and Discussion, the results are discussed based on reliability, validity, correlation, regression and factor analysis; various suggestions are made for both managers and academicians.

For the study, the following assumptions are developed:

- Career development programs and organizational commitment in organizations have effect on the increase in the job satisfaction of employees.
- Organizational commitment directly and positively affects job satisfaction.
- Career development programs directly and positively affect job satisfaction.

## Literature Review

### *The Concept of Career and Career Development Programs*

Career can be described as a series of positions occupied by an individual throughout his or her lifespan (Robbins & Coulter, 2002). Career is the constant progress, experience and skill acquisition of a person in a specific work field. Even though career, in the general sense, is defined as the total of the jobs a person undertakes through his or her entire life, it has a meaning beyond and wider than this definition. The career of individuals is not only the jobs they have, but their training for fulfilling the expectation, goal, emotion, and desires related to their job role, and, as a result, progressing in that workplace with the knowledge, skill, quality and desire to work (Yalçın, 1994). Career is individuals' usage of the positions related to their job consecutively during their personal life (Kaynak, 1996).

Career is the process that is directly related to personal and organizational goals and creates an accumulation of experiences emerging from the tasks, jobs, positions of the person or from the transitions such as promotions, transfers that the person goes through in these positions (Yılmaz, 2006). According to this, most of the successes and failures related to the job experiences gained over

time constitute the career of the person and at the same time provide the development in the career of the person. All experiences gained during this phase of development interact with each other. Career generates the qualities of the person and the relationship outside these qualities. It is a process that indicated the relationship between a person's and the organization and rise and falls of this relationship (Işık, 1993).

A detailed study conducted by Edgar Schein emphasizes that certain behavioral patterns, values and attitudes that manage the person's career are developed in his or her early years. These behavioral patterns consist of the combination of needs and instincts, and help the person to choose between a few related careers (Bayram, 2008). These sets of values consisted of needs and instincts manage, balance and complete a person's work experiences. Therefore, it makes it easier for a person to make a choice about his or her career. This situation is defined as Career Balances or Career Efforts (Aytaç, 2005). According to Schein, if individuals integrate their set of personal values such as skill, management skill, autonomy with the environment they work in, they confidently have found the right career. Sometimes the individuals may not know which set of values they belong until they make a decision about their career. In this stage, the past work experience, hobbies, skills, tendencies and personality of the person help them to find their career value (Adıgüzel, 2009).

Another factor that affects career selection is employees' character. Some people may avoid taking responsibilities and not be determined enough. For this kind of people, it is enough to advance to a particular position. However, some people do not get satisfied easily and always want to advance in their career, make large amounts of money, be in the highest position or have a social comfort. Even though there are different theories relating career selection with the person's character, this study uses John Holland's theory of "career choice" that is the most known theory. John Holland's theory of career choice talks about three main principles. These are (Holland, et al., 1967, p. 182):

- People have different choices of professions because of their genetics and particular individual improvement.
- Different professions necessitate different kinds of people.
- People who work in jobs coinciding with their personalities are happier and more successful than the ones work in jobs that are not suitable for them.

Career planning is made while taking the person's personality traits, professional interests and other factors mentioned above into consideration. Therefore, goals in business life which is accordance with these factors may be

determined. Career Planning may simply be defined as the personal decision of a working person during his or her career path. According to another definition, it involves the process of achieving one's career goals and the activities placed for obtaining these goals (Aytaç, 2005, 138). From a broader perspective, it means the systematic efforts spent by employees to identify the results of the coherence and incoherence between what they want to do and what they have done after evaluating their education in the past, in the present and intended for the future, and also their trainings, personal traits, skills, experiences, choices and expectations (Geylan, et al., 2013, p. 96).

Organizational Career Management has been defined as sequences of formal and less formal activities of an organization related to the career development of its employees (Baruch & Peiperl, 2000, p. 349). Therefore, organizational career management increases both employee effectiveness and organizational effectiveness. Orpen (1994) has studied organization career management's distinct and joint effects on the career success of employees and hypothesized the relationship between individual career management and career effectiveness, and between joint responsibility and career effectiveness. In this study, Orpen (1994, p. 28) emphasized that organizational career management comprises a variety of policies and practices that purposely built by organizations to develop the career efficiency of their employees. According to Yalçın (1994), career management is expressed as a part of the career development program of the business, and includes the actions and plans that need to be conducted by the organization career management, involving skill, expectation and interest analysis and it is a process that cannot be done by just the organization or just a person. In this process, human resources play an active role. Management determines career planning program, provides information about the available positions in the organization or the ones to be opened, observes and evaluates the performances of the workers, creates training programs in line with the needs of employees and concordantly, contributes to the development of the workers in workflow. Pearson and Ananthram (2008) state that better outcomes are to be expected by matching individual and institutional needs. Karakurum (2005, p. 83) points out greater levels of value similarity between employee and the organization is related with greater levels of job satisfaction. Therefore, matching personal and organizational goals might lead to increasing satisfaction of employees; on the other hand, differences between personal and organizational goals might lead to increasing dissatisfaction of employees.

Career development involves various alternatives such as developing abilities, preserving

current skills and getting ready for the future ahead of just receiving promotion. Companies invest in career development programs for several motives, for example, developing employee performance, increasing manager improvement, revealing corporate culture for salespeople, strengthening principal values, helping salespeople in career improvement, and offering an extra to employees (Ko, 2012, p. 1006). Career development programs enable all the workers to make progress in the organization from the beginning. It also helps to determine career paths and remove all the obstacles against the progress of the workers. What's more, it accelerates workflow in the organization by providing training for the personnel that go through a career stability and increasing work mobility. Employees, especially the young ones wish to develop their careers and be controlled. It is natural for the employees to be in expectation of more job satisfaction and more career opportunities. As a result, they go into the effort of personal development. Therefore, they chose the organizations which support their careers and have career development programs (Çalık & Ereş, 2006).

In the face of technology and consumer demands that are changing rapidly, an update in the employees' knowledge and skills is necessary. Career development programs enable to realize these changes beforehand and provide the achievement of new skills. If an organization has an effective career development program in accordance with the employees' personal expectations, the employees' will eventually wish to stay at the organization. This consistency will be reflected in the employees' performance through time. Career management identifies the future necessity of human resources better and provides the forecast of better developmental stages for the specialties and different professions in the company (Bayram, 2008). Some of organizational career development practices that are addressed in the literature are job enrichment, career progression ladders, employee workshops, and job rotation. For instance, organizations that recognize good performing employees and present them a promising environment to take risks and achieve will add to the improvement of career resilience. Table 1 presents some of the organizational career management practices.

Table 1. Organizational Career Management Practices

<ol style="list-style-type: none"> <li>1. Performance appraisal</li> <li>2. Assessment centers</li> <li>3. Peer appraisal</li> <li>4. Upward (subordinate) appraisal</li> <li>5. Career analysis by supervisor and HR Department</li> <li>6. Formal mentoring</li> <li>7. Career workshops</li> <li>8. General career paths common</li> <li>9. Written individual career planning</li> <li>10. Succession planning</li> <li>11. Retirement preparation programs</li> <li>12. Brochures on career matters</li> <li>13. Succession planning</li> <li>14. Formal education as part of career development</li> <li>15. Postings concerning internal job openings</li> <li>16. Creative steps to provide and improve cross-functional skills</li> </ol>
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Source: Adapted from Baruch and Peiperl (2000, p. 350).

It is possible to define career development system as a process emerging from the integration of career planning and career management (Yalçın, 1994). The goal of the career development system is to fulfill the expectations, desires and objectives of the employees; at the same time, to develop various strategies in accordance with the goals and

objectives that the organization wishes to achieve and create an efficient career development system in order to apply these. Career development system is a key element that affects and gives an advantage to the activities of both the person and the organization. This situation is stated in Table 2.

Table 2. The Advantages of Career Development System

Advantages for Managers	Advantages for Employees	Advantages for the Organization
Better communication with their inferiors	Setting right targets and planning	Increase in organizational commitment
Closely monitoring the performances of the inferiors and enable their development	Getting feedback about their performances	Enabling the development in the employees and raising awareness
Increasing the motivation of the employees	Achieving job satisfaction and increase in motivation	Creating a good public opinion about the organization
Keeping the employees in the organization	Taking personal responsibilities	Healthier communication between the employees
Supporting career development plans	Having information about the organization and themselves	Workers in key positions do not seek for another job
Increase in their own career values	Benefitting from the opportunities in the organization such as promotion about career opportunities	Enabling the employees to achieve their goals and increase in the effectiveness of human resources
Keeping highly qualifies personnel in the business	Being aware of their skills and qualifications	Easier fulfillment of the goals of the organization
Enabling the embracement of personal needs and wishes and organization requirements and opportunities	Increasing their value in the organization	Foreseeing the future employment necessities
	Seeing career steps clearly	Providing right employment for the right position

Source: Adapted from Aytaç (2005, p. 211).

### **Organizational Commitment**

Organizational commitment has been described and defined in varied ways (Somers 1995; Meyer & Allen 1997). In general terms, organizational commitment refers to the commitment of the employees to the organization and their desire to stay there (Doğan & Kılıç, 2007). Organizational commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in that organization (Robbins & Coulter, 2009, p. 303). Bartlett (2001, p. 336) defined organizational commitment as employees' level of attachment toward the organization. Meyer & Allen (1997, p. 3) described organizational commitment as staying at the organization, attending work regularly, protecting company assets, and sharing company goals. They also defined organizational commitment as a psychological link between employees and their organizations that makes less likely to leave the organizations voluntarily for the employees (Meyer & Allen, 1997, p. 252). Yousef (2003, p. 1068) points out such differentiations in the organizational commitment definitions ended up diverse measures of the construct.

In their studies on organizational commitment, Allen & Mayer (1990, p. 1) evaluated and

developed organizational commitment as having three dimensions. Organizational commitment's *affective* component addresses employees' affection feelings about, recognition with, and participation in, the organization. The *continuance* component is a component based on the costs that employees relate with quitting the organization. Finally, the *normative* component addresses employees' emotions on compulsion to stay in the organization."

Employees working in an organization where organizational commitment is high are the ones who internalized the goals and values of the organization, making efforts for the organization to be successful and at the same time; wish to stay in the organization. All these qualifications emphasized form a basis for the desire to be a part of the organization, embracement of the organizational values, identity integration amongst the employees and promoting the achievement of organizational goals and strengthening the organizational commitment even for the new employees (Yüceler, 2009).

Another early study done about organizational commitment belongs to Etzioni. Etzioni examined organizational commitment in three groups; "moral commitment" that states the positive and deep bond with the organization through internalization of the

goals, values and norms of the organization and integration with organizational power (Gülova & Demirsoy, 2012), “calculative commitment” that expresses the bond formed through the prizes the employee gets as a result of what they bring into the organization (Doğan & Kılıç, 2007) and “alienative commitment” that indicates the negative attitude taken against the situation in which the job freedom of the employee is restricted (Gülova & Demirsoy, 2012).

The factors affecting organizational commitment are personal factors, role related factors, work experiences, and cultural factors (Aydoğdu & Aşıkil, 2011, p. 46). In addition to these, there are other factors that have an effect on the commitment. The variables affecting the commitment of the employees to the organization are age, gender, experiences, organizational justice, trust, job satisfaction, the importance of the job, assistance, participation in the decision process, taking part in the job, occupational safety, recognition, alienation, marital status, nonwage rights, desperation, working hours, prizes, stability, promotion opportunities, wage, colleagues, leadership behavior, job opportunities in other organizations, interest shown in employees, etc. (Boylu, et al., 2007).

### **Job Satisfaction**

In the business world, the main purpose of the organization is profit and efficiency. Rapid development and increasingly intense competitive conditions in this business world have led to focus on the factors that provide job satisfaction and motivation, and these two concepts have been the subject of various studies. Therefore, job satisfaction and motivation has become inseparable since increase in job satisfaction brings motivation.

Lumley, et al. (2011, p. 102) underline that there are nine facets of job satisfaction: pay, promotion, benefits, contingent rewards, operating procedures, supervision, co-workers, nature of the work and communication. Job satisfaction is employees’ feelings concerning their jobs. Job satisfaction is hence a function of the perceived relationship between employees’ anticipations in relation to the job and what they in fact gain from that job, as well as the meaning or value that employees attribute to their jobs (Ko, 2012, p. 1005). Job satisfaction commonly expresses employees’ emotional (both positive and negative) reactions towards their job (Köroğlu, 2011, p. 248).

It is possible to find different definitions of job satisfaction. However, job satisfaction can be related to two factors in a general perspective. First one is about a person’s personality, emotions, thoughts, desires and needs and their intensity. It may be referred to as their physical, psychological and security requirements and primary situations.

The second factor affecting the satisfaction is the conditions towards the job; the physical and psychological conditions towards the job and the extent to which these conditions meet the person’s expectations. Certainly, parallel to the size of the extent to which the conditions meet the expectations, satisfaction also increases (Kök, 2006).

According to Maslow, motivation is “behaving with one’s own desire and eagerness and making efforts for the purpose of achieving a specific goal.” (Koçel, 2011). Motivation is defined by Robbins and Coulter (2009, p. 357) as the process by which an employee’s efforts are strengthened for, oriented to, and sustained toward attaining a goal. Robbins and Coulter’s definition of motivation has three elements: energy, direction, and persistence. The common ground of the definitions of motivation in the literature is its meaning of affecting human behavior and in the light on this effect, guiding the person towards certain actions (Şimşek, et al., 2011).

Motivation fulfills the financial opportunities of the workers and regulates their social needs (working hours, social security, etc.). What’s more, it responds to workers’ need of self-realization (making decisions, taking initiatives, having the right to speak in management). Similarly, it enables to make plans that enhance the skills of the workers, increase the efficiency of the organizations and workers and, therefore, creates conditions of competition towards working in better conditions. Also, it enables the employees to display their creative thoughts and leadership skills and to benefit more from the present motivational opportunities and increases the positive competition amongst the employees. Motivation includes the increase in organization’s productivity during the harmonization of the goals of the workers and the organization while conducting various methods to increase the job satisfaction that workers expect to get from the organization (Şimşek, et al., 2011).

### **Methodology**

The goal of this study is to measure the effect of career development programs that have an increasing importance in recent years and organizational commitment on employees’ job satisfaction. In the scope of the study, the effect of career development programs and organizational commitment on job satisfaction will be analyzed.

Survey technique was chosen for the methodology of the study. The questionnaire consists of 43 questions except the ones that include demographic characteristics. In the scope of the study, as a result of a detailed examination in the literature related to career, job satisfaction and organizational commitment, it was observed that

there have been many studies made on this issue. The content of the questions was not modified since their original meanings were not intended to lose their original meaning while taking the success in their previous usage into account; one survey

was prepared using three different scales which were thought to give the best results. For all the propositions except the questions for detecting demographic characteristics (13 questions), 7 point Likert-Type Scale was used.

Table 3. Factorial Components to Emerge and Amount of Questions Asked

Factor Groups	Amount of Questions Included
Career Development Programs	17
Organizational Commitment	20
Job Satisfaction	5
Total Number of Questions	42

The research population consists of the employees from various sectors operating in Istanbul province and Turkey. A total of 204 people participated in the survey. The survey application was created online through drive.google.com the link for the

survey prepared on the website was formed and sent to the participants via e-mail while giving information about the survey and kindly asking them to participate. Technical assumptions valid in doing the research are stated as follows.

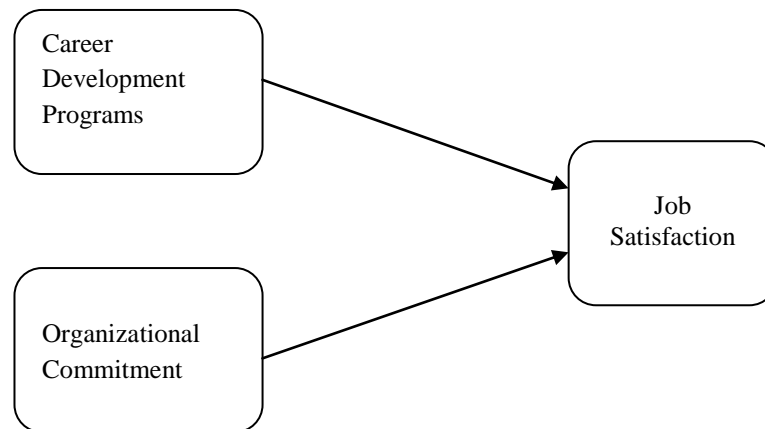


Figure 1. Research Model

**Main Hypothesis (H<sub>A</sub>):** Career development programs in organizations and organizational commitment have an effect on the increase in job satisfaction.

**H<sub>1</sub>:** Organizational commitment directly and positively affects job satisfaction.

**H<sub>2</sub>:** Career development programs directly and positively affect job satisfaction.

On the data obtained from the surveys benefited in the study, first reliability, and then validity analysis were conducted. Later, in order to examine the relationship between the factors a factor analysis, and then correlation analysis, and finally, regression analysis was performed. For the purpose of evaluating the measurements, Cronbach Alpha ( $\alpha$ ) values were examined, and their reliability was tested. It was observed that the values measured higher than 0.70 expressed

significance. It was controlled whether the values obtained were all higher than 0,500 through corrected inter- item correlation parameter. It is observed by looking at alpha values, that all variables are higher than the accepted 0.700 standard in the literature even without extracting from any variable.

In the reliability analysis made on the research scale consisting of a total of 42 questions through SPSS package program, Cronbach's Alpha value was determined as .970. The Alpha value which was detected as higher than the threshold value of .700 proves that the research scale was clearly understood by the participant and the questions in the scale were not inaccurate. Therefore, without a doubt, we passed on to the next analysis stage- the factor analysis.

Table 4. Reliability Analysis

Cronbach's Alpha	Number of Variables
,970	42

In a measurement medium, clarifying if there is any order between the ones applying it is one of the results that the researcher wants to find. Factor analysis is a set of methods employed to investigate how fundamental constructs affect the answers on a number of measured variables. There are mainly two categories of factor analysis (DeCoster, 1998, p. 1):

- Exploratory factor analysis (EFA) efforts to investigate the nature of the constructs affecting a set of answers.
- Confirmatory factor analysis (CFA) examines whether a particular set of constructs is affecting answers in an expected way.

Table 5. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Sampling Scale	,923
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In this scope, for testing the structural validity of the scale and determining the number of sub-factors, SPSS package program and factor analysis program that is an analysis of size reduction were used. Kaiser-Meyer-Olkin (KMO) value which measures the validity of the scale in the sharpest way was determined as .923. As seen in Table 5, KMO value is in the perfect ratio for validity.

In the factor analysis following the reliability analysis, each of the two upper factors determined in the scope of the research was observed to divide into 3 sub-factors thanks to the size reduction analysis done by SPSS program. As seen in the tables below, during the assignment of the questions to the factors, variables that got 0,500, and higher factor load was included in the analysis. In this process, 5th question in the job satisfaction subtitle was excluded from the scope of the research.

Correlation analysis is an analysis examining the correlation between two random variables (factor), and it was conducted before the Regression analysis. Different correlation coefficients were developed according to the situation analyzed. Most known and used one

amongst these coefficients is Pearson product moment correlation coefficient. It is calculated through dividing the covariance of the two variables to the multiplication of the standard deviations of the same variables. Correlation coefficient is the parameter that indicated the direction and size of the correlation between the variables. This coefficient is placed between (-1) and (+1). Positive values represent the direct-oriented linear correlation. Negative values represent opposite-oriented linear correlation. If the coefficient has a value (0), it indicates that there is not any linear correlation between the variables included in the research (Altındağ, 2011).

In the correlation analysis in this study, the extent of the effect of the career development programs and organizational commitment variables on job satisfaction that is the dependent variable of the study was evaluated. One of the key points that need attention is that the career development programs and organizational commitment are both divided into three. For this reason, each independent variable is evaluated with their sub-factors in the correlation table and regression analysis.





In the scope of the study, it was observed that the first two factors about commitment have a direct and positive effect on job satisfactions with their correlation values of 0,836 and 0,839. These values are almost the highest correlation values that two variables can have. Employees' feelings about being a part of the organization, thoughts about their organization is a perfect place, beliefs about they will rise to the positions they deserve in the future and alignments with their future and the organization's future directly affect their job satisfaction and organizational commitment. What's more, the expectation of becoming equal of the values of the organization with the values of the employee is a key point in the increase in commitment. Similarly, it is observed that the employees with a commitment to the organization and high level of job satisfaction are eager to and act with responsibility in performing assigned tasks. Employees who think that their working conditions are good are examined to have higher performances and commitment to the organization.

Employees believing they will rise to the positions they deserve which is an important dynamic and motivation source in organizational commitment and job satisfaction is observed to have a positive effect on organizational commitment and job satisfaction. Employees thinking they are able to perform their professions and tasks in the organization they work for is another important element which increases both

professional contribution and personal satisfaction. The values of the other two independent variables that have an effect on job satisfaction vary between 0,502 and 0,684. In this case, we may talk about the correlation with intermediate- high level.

Regression Analysis is a method used for measuring the correlation between two or more variables. The analysis conducted by using one variable is called univariate regression analysis; the analysis conducted by using more variables is called multivariate regression analysis. With this analysis method, the correlation between the variables is revealed, and its degree can also be determined. An important point to be taken into consideration during the analysis is that the method does not give information about the cause and effect relationship between the variables, if there is any, when revealing the variation of the two variables (Altındağ, 2011).

All models examined in regression analysis title were analyzed with SPSS 17 application. Models and results are indicated in depth in the following sections. Coefficient of determination is referred to as R<sup>2</sup> in the table and simply is the characteristic of explicability of the variation in the dependent variable with the variation in independent variables. The criterion indicating the statistical significance of the generated models are stated as F in the tables (p<,001, p<,01 or p<,05) (Altındağ, 2011).

Table 1. Regression Analysis (Model Summary)

Model	R (a)	R Square	Adjusted R Square	Estimated Standard Error
1	,884	,781	,773	,74974

Independent Variables:(Fixed), commitment factor 1, commitment factor 2, commitment factor 3, career factor 1, career factor 2, career factor 3.

Table 8. Coefficients

Model	Non Standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Fixed)	,510	,318		1,604	,111
career factor 1	-,021	,078	-,020	-,264	,792
career factor 2	-,054	,065	-,052	-,819	,414
career factor 3	-,114	,042	-,103	-2,689	,008
commitment factor 1	,535	,095	,509	5,609	,000
commitment factor 2	,486	,081	,449	6,026	,000
commitment factor 3	,057	,059	,039	,962	,337

Dependent Variable: Job Satisfaction

In multiple causation (regression) analysis conducted after the correlation analysis, the effect on the job satisfaction that is the dependent variable in the study was examined. In correlation analysis, each of the independent variable had a direct effect with different levels on job satisfaction, but in regression analysis, this was no longer the case. Career factor 3, commitment factor 1 and 2 overshadowed other independent variables and explained 78.1% of the variations in job satisfaction. Given that career factor 3 has a negative meaning in the scale, employees' thinking about career obstacles or problems in the workplace and assessments of job opportunities in and out of the organization have negative effect on job satisfaction. What's more, first two factors of organizational commitment having such high levels of effect on job satisfaction is one of the most significant results of the study. Employees feeling as a part of the organization, making effort for the success of the organization, being proud of the organization, believing they will be promoted to higher positions, trying to solve the problems in the organization have a direct and positive effect on job

satisfaction. The factors that had significance in the correlation analysis which was conducted previously were observed to lose their efficiency next to organizational commitment.

Commitment factor 3 which was placed in the model as a way of proofing of this analysis was insignificant in regression analysis. The measurements of the surveys made by employees who do not like to work in the organization and think about changing jobs constantly did not have any positive effect on job satisfaction. Employees being happy with their jobs and being loyal to their organization are inseparable and interconnected with organizational commitment. The idea that employees with high levels of organizational citizenship do not have any problems in job satisfaction is supported by the findings of this study. This result also supports the general opinion found in the literature. In the conclusion section, some evaluations will be presented for academicians and managers about career development programs, job satisfaction and organizational commitment and proposals will be offered.

Table 2. Research Hypothesis Acceptance Table

Independent Variables	Employee Performance	
	Hypothesis	Result
Organizational Commitment and Job Satisfaction	H <sub>1</sub>	Supported
Career Development Programs and Job Satisfaction	H <sub>2</sub>	Not Supported
The Effect of Career Development Programs and Organizational Commitment on Satisfaction of the Worker	H <sub>A</sub>	Partially Supported

## Conclusion and Discussion

In the study, the effect of career development programs in various sectors and employees' organizational commitment on job satisfaction was examined. Career development programs are very essential for employees as well as organizations. It is considered as a current and important issue and significant studies have been made about it through time. In the experimental research, career development programs and organizational commitment were used as independent variables while job satisfaction was used as the dependent variable.

With the changes in the business world, personal desires are also changing. Employees start to give importance not only to financial satisfaction, but also to moral satisfaction. Given these issues, organizations that apply career management efficiently such as promotion and transfer opportunities, education and development opportunities, working conditions have become very essential for workers. Nowadays, people do not content with only promotion and wage increases, they also seek for psychological

satisfaction and personal awareness in the organizational structure. It is usual for every person to wish to be successful and energetic in his or her career and demand more power, respect and income. However, if the organization fails or becomes unable to fulfill the workers' desires, organizational climate may be disrupted, and stress may increase. Especially in the employees' first years in business, their eagerness and enthusiasm to work decrease through time and they may wish to continue their career in a different sector or workplace if they realize that their goals about the job will not be achieved. On the other hand, the employees try to gain experience by creating a balance between their expected performance and their present performance. Beyond all that, if the employees experience career obstacles and think that they will not be able to progress, their stress is triggered and this results in alienation from the job, loss of motivation, boredom and loss in performance. As Lee & Bruvold (2003, p. 982) underlined, employee development is crucial in keeping and improving the abilities of both employees and the organization. An essential basis in perceived investment in employee development

is that it produces situations where employees think that their organizations appreciate their contribution and mind their employability.

Results of the analysis indicate that career development programs and organizational commitment have a partial effect on employee's job satisfaction. Application of career development programs in organizations, enabling an increase in the contribution of the employees to the organization by supporting the personal development of them and ensuring organizational commitment has partial effects on satisfaction. Chen, et al. (2004) found a relationship between the career development programs and job satisfaction, and professional development and productivity. In contrast, it is found that career development programs in organizations do not affect the level of employee's job satisfaction in this study. This result may be due to the failure of the surveyed organizations to apply career development programs effectively. It may also be resulted from organizations' career development programs that might not match the employees' career plans. In this study, it is also found that organizational commitment affects job satisfaction directly and positively. Similarly, the employees with high levels of job satisfaction and organizational commitment are observed to have high levels of trust and belonging to the organization they work in; on the other hand, the ones who do not have a sense of belonging and trust have weak commitments, and they are in search of other jobs. The result of this experimental study is that employees being happy with their job are interrelated and inseparable with their loyalty and organizational commitment. The findings in the study support that employees with high levels of organizational citizenship do not have any problems related to job satisfaction. The following proposals are offered in the scope of the results of this study:

- Since organizational commitment directly affects job satisfaction, it may be logical for the managers to use tools that increase the loyalty and organizational citizenship of the employee in the system. For instance, application of the rewarding methods that are nonmaterial may have an effect firstly on the organizational commitment and then the job satisfaction. These methods include presenting a plaque, appraisal in front of the community, travel free of charge or promotion opportunities.
- Wage is the most important source of motivation in satisfaction and commitment. But it is not everything. Sometimes working environment, employee's relationship with his or her superiors or management, communication in the organization, organizational trust may be more valuable than money. Therefore, policies such as restoration in working environment, chiefs or top management not following a strict discipline, giving voice to the employees, giving rights to participate in the management, applications that feed the communication amongst people, etc. should be supported for it will increase the organizational commitment.
- In the literature review part, it is seen that professional progress lines become clear, the employees' promotion possibilities increase, and they may also benefit from the increase in their status and income by career development programs. The benefits of providing training and assistance to employees about career planning, conducting personal career planning, creating a career path for the employee reflect to employees' job satisfaction. According to the results, however, career development programs in organizations do not affect the level of employee's job satisfaction. This result may be due to the failure of the surveyed organizations to apply career development programs effectively. It may also be resulted from the mismatch between organizations' career development programs and the employees' career plans. Therefore, we recommend managers to prepare their organization's career development programs in the line with the employees' future plans and desires. It is also recommended that they should receive help from a professional consultant to implement the program effectively when they decide to apply a career development program.
- Another issue to be taken into consideration is performance and motivation. Performance and motivation are important factors that concern both the organization and the employee and have an effect on job satisfaction. They shed light for the employee to achieve his or her intended goals. Since the goals of the organizations are contributed, the organization must act fair and with equity while evaluating performances.
- Pleasure from the work that is an important issue for the employees is observed in our study to have a positive effect on job satisfaction and organizational commitment by doing the job with love, professional satisfaction, etc. Similarly, the employees who have high levels of organizational commitment and job satisfaction are observed to make less absence and change work less often. Therefore, it is very important for the organizations to choose the right person for the right job.

First limitation of the study was the fact that the survey was sent to a lot of people but a lot less were sent back, and the study took a longer time than estimated. Also, the low participation in the

survey created an “additional finding” which is the fact that scientific research is not valuable enough for the companies and people in Turkey. In the light of all proposals, the most important of all is to quantitatively increase their sample group so that the study may be more general, and if necessary, to conduct the research in international organizations. Although the results showed that career development programs in organizations do not affect the level of employee’s job satisfaction, it is believed that the implementation of career development programs will help employees to be aware of themselves and what they actually want. This study may also be benefited from during the attempt to increase the productivity in organizations taking the partial effect of career development programs and organizational commitment on job satisfaction into consideration.

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