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### RELATIONSHIP BETWEEN CAREER DEVELOPMENT AND EMPLOYEE LOYALTY

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#### **ABSTRACT**

Career development is a significant aspect for an employee. It determines the pathway of the employee's career. Furthermore, the career development may influence the commitment and loyalty of an employee towards an organization. Therefore, this study was done to analyze the relationship between career development and employee loyalty at King Abdulaziz University, Saudi Arabia. The sample population for this study consisted of female non-academic employees at King Abdulaziz University. The sample size was 20 non-academic staff. For this study, the data was collected using questionnaire. The questionnaire consisted of 19 question related to career development and 10 question related to loyalty. The career development was analyzed in terms of five dimensions, which were clarity of path, path components, initiation in path development, high management support and the role of human resource management. The key findings of this work have shown that that all aspects of career development have a very strong relationship with organizational commitment and loyalty. The value of the correlation coefficient is approximately 0.786. Hence, it is concluded that there is relationship between career development and employee loyalty.

CCS CONCEPTS • Insert your first CCS term here • Insert your second CCS term here • Insert your third CCS term here

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## INTRODUCTION

Development of employees in institutions and organizations is not limited to engaging them in training programs to acquire new skills or to developing their capacity for performance [1]. However, this development extends to the improvement of the practical life or career of employees, where the path to their careers begins from the very first level to senior positions. As a result of the expansion and complexity of the organizational framework, it has become difficult for employees to know the ways in which they can promote and step up the career ladder and gain higher positions that they seek to develop themselves [2].

Davis [2] stated that there is a possibility that the employee can evaluate by themselves for development [3]. Employees can evaluate their strengths and weaknesses in their own performance and measure the potential for promotion [3]. Employees can also benefit from this in order to improve their work by enhancing strengths and weaknesses. From an organizational point of view, they can draw up an official career plan for employees by providing advice and guidance to them on how they can make progress and grow in their careers [4].

There have been many definitions and nomenclatures for the career planning process. Career planning can be summed up as a series of jobs that the employee has moved in his or her career to meet his or her personal desire and needs [5]. Crawshaw and Game [6] found that the process of career planning is designed to address the harmonization of the opportunities that organizations offer and the career aspirations of individuals. Furthermore, Rothwell et al.[7] found that the reason for the importance of planning is due to the individual's need to look at the available career opportunities for his/her abilities. When an individual recognizes that he/she has made progress and has developed throughout his/her career, it will make him/her more satisfied with life. In addition, the work of Safavi and Karatepe [8] found that competition and a high level of human aspirations occurs at both individual and organizational level. This results in the continuous development of workforce planning and career planning in order to facilitate and enhance the employee's job performance.

Arqawi et al. [9] defined organizational loyalty as a process of believing in the objectives and values of the organization and working to the fullest extent possible to achieve those objectives and embodiment of those values. Every organization has a goal, and it requires qualified and capable and loyal employee to achieve that goal. On the other hand, employees need to work hard and be loyal to the organization in order fulfill some of their needs. This relationship becomes a relationship of exchange and integration between the organization and its employees [9]. The work of Otto and Mamatoglu [10] found that the interests of the organization require the retention of skilled employees. This requires the organization to spend a great deal of money and

effort in order to choose and achieve the loyalty of the employee. Hasni et al.[11] stated that employees like to work and be loyal in an organization that provides them with the right work environment to help meet their needs. Furthermore Mohsen and Mutab. [12] found that employees are more loyal when they continue to grow and develop within the organization. In addition, the feeling that an employee is an integral part of the organization increases their loyalty to the organization.

Many institutes use different programs to develop employees, but these programs are still separate from an integrated process linking the individual and the organizational path. This leads to a lack of harmony between the individual, the job and the organization and, at the same time, between the personal and organizational objectives which make it impossible for these institutions to have a specific framework to develop the path of employees. Educational institutions do not differ greatly from other institutions in the spread of this phenomenon in relation to non-academic employees [13]. The present study therefore seeks to examine the career development expectations of non-academic employees and their impact on their commitment to the institutions

## **METHODOLOGY**

The aim of this research is to measure the relationship between career path planning and employee loyalty at King Abdulaziz University. The approach used is the correlation of research design, which is the approach used to determine whether and to what extent there is a relationship between career path planning and employee organizational loyalty. The sample population for this study consisted of non-academic female employees at King Abdulaziz University. The sample size was 20 non-academic employees. Data collection was done by using survey questionnaire. The questionnaire consisted of three parts. The first part of which was about their personal characteristics, to examine the factors that could affect their choices, such as their age, their level of education, their years of service. The second and third parts were based on Likert Scale, which consisted of (strongly agree, agree, neutral, disagree, strongly disagree) and responses would have a numerical value that would be used to measure their attitude and be able to measure the level of career path planning and organizational loyalty at King Abdulaziz University. The data were analyzed in terms of basic statistic and are presented accordingly.

### ***Result And Discussion***

#### ***Demographic Characteristics***

Based on Table 1, in terms of age group, 15 % of the respondents are in the age group of 25 years or less, 50 % are in the age group of 26 to 35 years and 35 % are in the age group between 36 to 45 years. In terms of education level, based on Table 1, 15 % of the respondents have completed high school, 75 % have completed undergraduate studies and 10 % have completed masters. Based on Table 1, in terms of years of service, 10 % of the respondents have serviced for 5 years and less, 20 % of the respondents have serviced for 6 to

10 years, 55 % of the respondents have serviced for 11 to 15 years, and 15 % of the respondents have serviced for 16 years and above.

**Table 1:** Demographic details

Factor	Group	Number	Percentage (%)
Age	25 years or less	3	15
	26 – 35 years	10	50
	36- 45 years	7	35
Education level	High school	3	15
	Undergraduate	15	75
	Masters	2	10
Years of service	5 years or less	2	10
	6-10 years	4	20
	11 – 15 years	11	55
	16 years and above	3	15

### *Questionnaire Analysis*

Respondent's feedback on questions related to career development and employee loyalty is discussed in this section. The career path planning was analyzed in several dimension, which were clarity of path, path components, initiation in path development, high management support and the role of human resource management. Table 2 shows the result for clarity of path. This dimension was the first relative importance of the career path dimensions, and the analysis was carried out by calculating the mean and standard deviation of the questions on this dimension and on the questions individually (1-3). The scale function consists of (1) through (5) degrees, where (2.5) or less means low proportion part, more than (2.5 and less than 3.5) means that the part ratio moderate, and an equal or more than (3.5) means a high percentage of the part, and is located center at the point (3). The result shows a clear interest in the "high" level of clarity of the path and ensures that it is "high" in all questions.

**Table 2:** Clarity of path

Question No.	Question	Mean	Standard deviation	Level of relative to the average
1	I have the objectives of my career path.	3.515	0.682	High
2	I can have information about other career opportunities in the organization	3.583	0.664	High
3	My colleagues and I feel equality in policies that support career planning.	3.688	0.756	High
Average		3.666	0.724	High

**Table 3** shows the result for path components dimension. This dimension was the second relative importance of the career path dimensions. The analysis of its questions is the mean of the values that gave a "high" degree, since the mean (4 & 5) was more than (3.5) points on the scale used. Furthermore the mean of the question (6 & 7) was "moderate" and was less than (3.5) points. The overall average result showed high level.

**Table 3:** Path components

Question No.	Question	Mean	Standard deviation	Level of relative to the average
4	We are an important input into future organizational development plans and appointments	3.787	0.722	High
5	I believe that the development of the career path should also take into account family and personal issues.	3.765	0.800	High
6	I believe that the development of a successful career path is not only related to training and promotion, but also to satisfaction.	3.286	0.826	Moderate
7	My career path is linked to continuing education and the results of it, more than linking it to age, years of experience and service.	3.368	0.782	Moderate
Average		3.638	0.782	High

**Table 4** shows the result for initiation in path development dimension. This dimension was the third relative importance of the career path dimensions. The result has shown that the university environment provides opportunities

and possible assistance for the recognition and development of effective career objectives. Respondents are willing to develop and self-direct their career path, as in questions (10-11), with the highest means. Questions (8 - 9) are moderate by the evidence of low mean values. The overall average result showed moderate level.

**Table 4:** Initiation in path development

Question No.	Question	Mean	Standard deviation	Level of relative to the average
8	I am trying to take advantage of the new forms of the movement of employees in the process of career development at the university.	3.122	0.602	Moderate
9	Career development gives me the opportunity to innovate and become an initiative.	3.346	0.786	Moderate
10	The university environment gives me the opportunity and possible assistance to realize and shape the objectives of my career path.	3.589	0.724	High
11	I am able to guide myself and develop my own career path.	3.755	0.602	High
Average		3.453	0.679	Moderate

**Table 5** shows the result for high management support dimension. This dimension was the fourth relative importance of the career path dimensions. The result showed that that career path development is considered a part of the overall university strategic management, with the evidence of the high value of the mean in question (13). Furthermore, Questions (12 -14) was moderate as the mean values appear in the Table 5. Managers play a major role in the design of the policies of the development of the path in the university and it needs to be improved. The overall average result showed moderate level.

**Table 5:** High management support

Question No.	Question	Mean	Standard deviation	Level of relative to the average
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12	The university administration is consciously and intentionally working towards the development of staff.	3.167	0.601	Moderate
13	Career development is part of the overall organizational strategic plan.	3.788	0.785	High
14	Managers plays a major role in the design development of the path at the university systems.	3.491	0.694	Moderate
Average		3.482	0.693	Moderate

**Table 6** shows the result for role of human resource management dimension. This dimension was the fifth relative importance of the career path dimensions. The result showed that the sample assures that the role of human resources management in these contents is "moderate" evidenced with the mean values of questions (15, 16, 17, 18, 19), which came less than (3.5 points). The overall average result showed moderate level.

**Table 6:** Role of human resource management

Question No.	Question	Mean	Standard deviation	Level of relative to the average
15	Objectivity and equivalence are available for promotions carried out by the university administration.	3.124	0.663	Moderate
16	The promotion process combines the level of careers between seniority and qualifications.	3.286	0.834	Moderate
17	Training in the organization gives trainees the elements they need to develop in their career path.	3.366	0.762	Moderate
18	The management of the university implements a	2.622	0.669	Moderate

	policy of transfer between work and career mobility to serve the career process.			
19	The management of the university uses the assessment of the performance of employees in the process of career development.	3.382	0.813	Moderate
Average		3.156	0.748	Moderate

**Table 7** present the summary of the overall career path planning. Based on Table 7, The level of career path planning in general is “moderate” at King Abdulaziz University with the median score of (3.479) on measurement of all aspects, and what reinforces this score is the standard deviation that reached (0.713) which means the concentration of the study sample on these aspects, and their moderate acceptance to its contents, and inferred from the data table on the order of all the clarity of the career path, path contents, initiation in path development, high Management support, and the role of human resource management are in hierarchical according to their relative importance, as is evident from the averages shown in the Table 7.

**Table 7:** Summary of overall career path planning

Dimension	Average Mean	Average Standard Deviation	Level relative to the average
Clarity of path	3.666	0.724	High
Path Components	3.638	0.782	Moderate
Initiation in path development	3.453	0.679	Moderate
High management support	3.482	0.693	Moderate
Role of human resource management	3.156	0.748	Moderate
Overall average	3.479	0.713	Moderate

The level of organizational loyalty among non-academic staff and managers at King Abdulaziz University and from the point of view of the respondents was analyzed. Table 8 presents the outcome for loyalty analysis. The general level of organizational loyalty at King Abdulaziz University was “moderate” according to the average of the responses on the collective of the total parts and questions which was (2.579). Furthermore, question (2) that measure the degree of interest in the reputation of the university and the extents of its



achievements at an average (3.657), but questions (4,5, 6, 7,9,10) the level of "moderate" as the mean ranged between (2.533- 2.867). Questions (1,3, 8) have come in accepting it in a very "low" level in terms of mean ranging between (1.857 and 2.313).

**Table 8:** Loyalty analysis

Question No.	Question	Mean	Standard deviation	Level of relative to the average
1	I can do my best to make the university succeed.	2.313	0.527	Low
2	I care about the reputation of the university and how many achievements it has made.	3.657	0.412	High
3	I feel proud to tell others that I am a member of this university.	2.311	0.692	Low
4	My values match the values of the university.	2.542	0.697	Moderate
5	The university motivates me to do my best in my work.	2.564	0.657	Moderate
6	This university is considered to be the best institution at which I can work.	2.867	0.710	Moderate
7	I feel I have made a huge mistake in accepting a job at the university.	2.589	0.772	Moderate
8	I am willing to consider	1.857	0.792	Low

	any job at the university to keep working there.			
9	I feel that if anything negative happens in my current situation, it makes me think of leaving the job.	2.557	0.861	Moderate
10	I am willing to work at any other university as long as I do the same tasks.	2.533	0.461	Moderate
Average		2.579	0.658	Moderate

The nature of the relationship between the elements of career path planning and organizational loyalty was analyzed using the Pearson correlation coefficient, as shown in Table 9. The result has shown that all aspects of career development have a very strong relationship with organizational commitment and loyalty. The value of the correlation coefficient is approximately (0.786) which shows that the development of career path components for the study sample to will increase their organizational loyalty.

**Table 9:** Pearson correlation

Element	Clarity of path	Path contents	Initiation in path development	High management support	Role of HRM	Overall career path development
organizational loyalty	0.797*	0.791*	0.779**	0.672**	0.551**	0.786**

### ***Overall Discussion***

The result of this work have shown that for career development in general is “moderate” at King Abdulaziz University with the mean score of 3.479. As for the employees loyalty analysis, The general level of organizational loyalty at King Abdulaziz University was “moderate” with mean value of 2.579. In addition, the Pearson correlation analysis showed that all aspects of career development have a very strong relationship with organizational commitment and loyalty, given that the value achieved was 0.786. Thus, it is deduced that

there is good relationship between career development and employees loyalty. The result of this work is in line with the work of Wu et al. [14] where it has been stated that employees are more loyal to the organization when there is a proper career development path in the company. Furthermore, the work of Litano and Major [15] has confirmed that employees with a good career development have demonstrated a better commitment to work than those who have not experienced a good career development.

## CONCLUSION

This study has examined the relationship between career path planning and employee loyalty. This research has revealed significant findings and evidence of a strong relationship between the planning of career paths and the organizational loyalty of employees. With statistical evidence, all aspects of career path development have a very strong relationship with organizational commitment and loyalty, as the value of the correlation coefficient is approximately 0.786.

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