Major Determinants of Career Development: Employees' Perception

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ABSTRACT

This study was conducted to identify the factors influencing employee's career development within the organization. Based on the comprehensive literature review, the determinants of Career Development have been broadly classified into three categories: organizational, social and personal. Empirical investigation is conducted to test the influence on employee's Career Development in the social settings of Pakistan's banking sector in Islamabad and Rawalpindi. The organizational factors (Political Skills, Work Content, Affective Commitment and Leader-Member Exchange), the social factors (Family & Friends Support & Peer Support) and personal factors (Core-Self-Evaluation) along with four demographic traits (Gender, Age, Qualification and Experience) have been taken as independent variables. The relationship of these variables with Career Development is tested and explored. Research items are adopted from well-established previous studies. Convenient sample design is used to select the sample. General Linear Model is applied to test the hypothesized relationship among the variables. Study finds that Organizational factors and social factors like Family Support positively influence on the Career Development. Peer support is perceived to have inverse relation with career development. Core-Self-Evaluation is found insignificant with employee's Career Development. Career Development perception is same across the levels of gender and across the levels of Age. Career Development perception is found highest with Experience category 5-10 years. This study provides a vision to employees about their Career Development process and motivates them to focus on important dimension of Career Development. This study enhances the existing body of knowledge by investigating Organizational; Social and Personal factors (Scale Predictors) with a combination of demographic traits (Qualitative Predictors). It supplements the Career Development practices by establishing a comprehensive framework on Career Development. This study highlights the importance of education and experience for the employees.

Keywords: *Career Development; Organizational Factors; Social Factors; Personal Factors; Demographics*

INTRODUCTION

The pursuit of success and self-satisfaction has evolved greatly among employees today. People are getting more conscious and are striving hard to excel their career. Good career has become a symbol of status and glory, and individuals designated at higher ranks receive more eminence and esteem in our society. Career development is the "total constellation of psychological, sociological, educational, physical, economic, and changing factors that combine to influence the nature and significance of work in the total lifespan of any given individual"(NCDA, 2008). Therefore, as to shape one's professional path, the prime objective is to align the academic knowledge with real-world experiences. It is a constant thrift for employees to learn more about the hidden factors, which would catalyse success in their career life.

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Several researchers have identified barriers on the way to career advancement. Three potential barriers to career advancement are excluded informal networks, deficit in cultural fit, and low mentoring. To get progression in professional life, employees use several informal and formal modes of behaviour to develop their career. Previous researches determined several factors such as organizational, social, and personality traits that directly or indirectly influences on an employee's career development. However, the perception of one employee may be different from the perception of other employee while comprehending the influential factors impact on their career development. This may renounce them from the path leading to career success. Employees should identify such factors to mitigate those barriers that restrict them from career development and keep them well informed about the key indicators for promotion to desired positions. Therefore, the need arises to identify influential factors pertaining to organizational, social, and personality traits which play an integral role in the career progression of employees (Albrecht, 2010; Briggs, Jaramillo, & Weeks, 2011).

Organizational factors are the major contributors in the development of employee's career in an organization. For the career advancement, informal and formal methods are used by employees such as political skills, work content, commitment, and leader-member relationship, etc. Leader Member Exchange (LMX) relationship affects career development, it involves providing useful advices and guides, mentoring facility, and act as a role model to their subordinates for career exploration. Likewise, political skills intervene in career progression and individuals use political skills to develop their good relationship with their boss and team mates in order to get progression in their career. Employees' preferences vary towards selecting the challenging task and their accomplishment of those challenging task. In addition, effective commitment has a strong influence on the career development of an employee. Employee's training and career management systems boost an employee's career and enhance organizational commitment (Bambacas, 2010; De Pater, Van Vianen, Fischer, & Van Ginkel, 2009; Maher, 2009; Sekiguchi, 2010; Spiegel, 2005, 2008; Tansky & Cohen, 2001; Wei, Liu, Chen, & Wu, 2010).

Along with organizational factors other factor such as "social factor "also influences on the career development of employees. Sociological factor plays a significant role in the decision making about the career. The sociological factors are peer, socio-economic status, mentoring and coaching, social networking, friends, and family support and these factors play an essential role in the career development of an individual. Employee's perceptions affect the quality of work life and their career decision either positively or negatively in an organization. To devise career development strategies, support, flexibility for career development, career planning, and autonomy in job design effect employee's perceptions about quality of work life. Therefore, high social support, experienced by employees with perceived organizational support, increases the chance for career advancement (Ebunu, 2010; Li & Yeo, 2011; Nabi, 2001; Peiperl & Baruch, 1997; Yeo & Li, 2011).

Core self-evaluation as a personal factor is also strongly related to employee's motivation, attitudes and career advancement. Furthermore, core self-evaluation also effects on career variables and delivers essential information to understand differences in career development during adolescence and potential consequences for future. Employees perform better at work, when core self-evaluation is higher and thus have more chances of advancement in their careers. Therefore, main objective of this study is to explore the organizational, social, and personality factors, which influence the employee's career development. Employees will get awareness about these factors and get the chance to focus on valuable factors which are helpful in their career development (Hirschi, 2011; Judge, 2009; Judge & Kammeyer-Mueller, 2011).

LITERATURE REVIEW

Career Development

Super (1990) defined the term "career" as a combination and series of roles that individuals perform during their lifespan. Individuals in their earlier professional life segment look forward for career development opportunities and prefer to stay in those organizations, where they found high opportunity for career progression (Coupland, 2004). Career advancement covers every aspect of individual's life from the initial stage of professional life until retirement phase. Some individuals consider advancement as climbing the corporate ladder for executive designation. Others consider advancement as doing an excellent job and recognize it for their whole life. Important decisions taken by employees for career advancement ensure their success in professional life (Tadic, 2005). However, due to the changing demand of work, employees are more responsible to develop their own career and to some extent the organizational support is also involved in the activities of employee's career development (Chen, 2010).

An investment on employee's career can be classified in two dimensions i.e. formal organization career programs and informal career investment (also known as hidden investment) (Wakabayashi, Graen, & Uhl-Bien, 1990). Organizations are responsible to design the career development programs for every employee in the organization that comes under the category of formal career investment (Ballout, 2007; Renee Barnett & Bradley, 2007). On the other hand, informal investments conducted by all the interested parties around the employees in order to develop their career. It also represents unique and special career growth opportunities for few favourite employees (Greenhaus & Parasuraman, 1993). Igbaria and Baroudi (1995) investigated that women received less favourable chance for advancement in their organization as compared to male. To reduce barriers toward career advancement faced by female, Linge, VanRensburg, and Sikalieh (2010) recommended that women should increase their visibility with professional association, client's networks, peers and friends, which in turn enhanced their presence and career progress. Although, evaluating employee performance on work and comparing the difference between performance levels of gender, result in different approach for advancement. The relationship between adolescent career development and self-concept has been determined by establishing the super's theory of self-concept (Broscious, Serafica, & Osipow, 1994).

Organizational Factors

Leader Member Exchange (LMX)

The mutual exchange of connection between employees and employers is extremely needed to be viewed to enhance the success of organization by creating optimal link between both parties (Truckenbrodt, 2000). The quality of exchange relationship between leader-member is divided into two segments i.e. in-group, and out-group (Dienesch & Liden, 1986). The in-group relationship of LMX is characterised as high level of trust, interaction, support, and rewards, whereas, out-group or low quality relationship includes the low level of interaction, trust, rewards and support. Members in "out-group" are suffering with the lack of knowledge and information in order to make decision for resources and reward allocation (Bolat, 2010). In addition, LMX variability influences negatively on employee reactions and perceptions about team relationships (Hooper & Martin, 2008).

In this regard, career satisfaction is positively related to work value congruence when level of LMX is lower, and opposite situation exists when LMX is higher (Erdogan, Kraimer, & Liden, 2004). Leader-member relationship as contextual characteristics influences on the employee satisfaction for their career (Joo, 2012). Employee that has quality relationships with their supervisor becomes more progressive and is more satisfied throughout the career. Therefore, subordinates develop high-quality relationship with their leader in order to get favourable outcomes (Hwa, Ansari, & Jantan, 2005) by applying tactics to maintain strong and quality relationship with their supervisors. Likewise, quality relationship (LMX) and trust with colleagues also influence the career advancement of the employees (Han, 2010). The outcomes that gain by development of employees, linked with quality exchange relationships that helps in getting progression in career (Gerstner & Day, 1997).

H1: *Leader-member exchange relationship has positive influence on employee's career development*

Political Skill

Political skill is the most important skill that every employee, supervisor, and executive benefits from, being in an organization. By employing political skills, employees get advancement in their career within the boundary of ethics. This skill also helps employees to develop social networking within an organization and build commanding foundation for promotion. The four key dimensions of political skills are social astuteness, interpersonal influences, networking ability, and apparent sincerity identified (Ferris, Davidson, & Perrewé, 2005). In social astuteness, individuals understand the accurate situation at workplace, and interaction with others in a more kind way. In interpersonal influences, individuals having more convincing and delicate style can powerfully influence their stakeholders. As far as networking ability of individuals is concerned, it is considered as an important construct in order to develop diverse social network within organization and around. Individuals make strong relationships with people around them and make strong coalitions and associations. This construct of political skill not only offers benefits at individual level but also to the organization level as well.

The last construct as identified is apparent sincerity, in which individuals express integrity, authenticity, sincerity, and genuineness at higher level. Individuals appear more openly, honestly, and straight forwardly in their community appearances (Blickle, Oerder, & Summers, 2010; Ferris et al., 2005).By using political skills, employees develop their career in the organization by constructing the strong relationship with their employers (Wei et al., 2010). A political skill of employees helps them to minimize stress and increase their managerial skills, which in turn enhances organizational effectiveness. Political skills also benefit the employees to control their behaviours within organization (Jun, Ji-Wen, & Long-Zeng, 2008). An influencing behaviour of employees develops good relations with their supervisor which is beneficial for career advancement within work setting. Political behaviour of employees involves influential tactics which helps to build successful career (Blickle et al., 2010; Judge & Bretz, 1994). Political skills also have a strong association with the career satisfaction and promotion (Todd, Harris, Harris, & Wheeler, 2009). Likewise, employee's political skills also affect the subjective career success (satisfaction and progression) and individuals who exert high political skills become more successful in their careers (Breland, Treadway, Duke, & Adams, 2007).

H2: *Political skill of employees has positive influence on employee's career development*

Affective Commitment

Emotional attachment, recognition, and high level of involvement are shown by individuals having affective commitment with their organization (Allen & Meyer, 1990). The growing career opportunities are significantly related with organizational commitment (Bashir & Ramay, 2008; Nasurdin, Hemdi, & Guat, 2008). Similarly, the study of ICT professional of Hong Kong examined the relationship between employee's commitment and career development by using five-component model of commitment (Chui, Tong, & Mula, 2007). An organization management do investment on their manager development, which in turn expresses their commitment with organization by developing their subordinates. To manage the career of the employee's, commitment forecast the good opportunities for individual's development within organizations (Sturges, Guest, Conway, & Davey, 2002) and commitment positively influenced on the career outcome (Blackhurst, Brandt, & Kalinkowski, 1998). Career development opportunities are provided by organization based on employee's values and level of their attachment to organization. The negative association with organizational commitment was found when employees perceived barriers for career advancement within organization (Bozionelos, 2001).

H3: *Affective commitment has positive influence on employees' career development*

Work content

Work content is the broader term, used to describe all work related factors that employees perform in an organization to develop their career. Work content also influences the employee perception for their career progression. In Japanese firms, employees were better trained and they accepted challenging tasks as they received incentives such as career investment and promotion for progression. If employees find their nature of job neither interesting nor attractive for future growth, this leads to turnover attention. Career plateau significantly related with the work outcomes (career satisfaction). Mostly employees are excited for performing challenging work, as they perceived that nature of job lead their career in upward up direction (Adams, 2007). Gender preferences vary in selection of the challenging task and their performances in accomplishing the challenging task varies as well. Manager's evaluation may base on the challenging experiences held by their subordinates in order to gain career development opportunity. A positive and significant relationship was found between challenging assignment and career development.

H4: *Work content has positive influence on employee's career development.*

Social factors

Research investigated the impact of career path and family characteristics on objective career and subjective career success of employed women (Valcour & Ladge, 2008). Family, co-workers, peers, supervisors and friends are the level of support for professional development and personal growth (Greller, 2006). In social support context, peers were considered an essential supportive element in employee's career development. Co-worker performing the same functions (mentors or coach) to some extent, and likes to appear as advisor in front of their colleagues (Kram & Isabella, 1985). In an organization, individuals like to make more peer relationship than mangers or supervisors. Likewise, Grygo (2006) examined that level of friendship influenced on career development, and participants of the

study expressed that their friends encouraged them time by time for performing well. Researchers also analysed that only limited amount of participants responded that their friends behave as a role model for them.

The higher level of interaction with family, the more individual form their attitude towards work and career (Lankard, 1995). Family systems (family member's perception) measured the adolescent career development (Penick & Jepsen, 1992). Support from individual's family in career decision is considered as a strong influence (Lopez & Andrews, 1987; Nota, Ferrari, Solberg, & Soresi, 2007). Parental support for their kids also positively influenced on career development of employees. Parental factors in the social support have a greater influence on the career development of an individual by encouraging, educational expectation, supporting in learning, and work at every life stage (Fisher & Padmawidjaja, 1999). The important question asked from kids "What do you want to be when you grow up?" (Larry, 1990). So, parents influenced continuously and completely on their kids career development (Messersmith, Garrett, Davis-Kean, Malanchuk, & Eccles, 2008). Parents have strength that influenced on the adults career development by creating a stronger relationship with adults for effective career techniques (Clutter, 1995). Another family role for individual career development is the sibling support, considered an important factor in the adolescent's career development (Schultheiss, Palma, Predragovich, & & Glasscock, 2002).

Individuals take more assistance and appreciation from their family members in order to make their career decision (Caplan, Cobb, French Jr, Harrison, & Pinneau Jr, 1975; Whiston & Keller, 2004). Likewise, social- contextual experiences influence on the career interest of individuals and skill development (Messersmith et al., 2008). In sum, social support especially from parents at the early stage of individual life has positively influenced on the career development of the employee. Friends and peers also influenced on the individual to take an accurate decision from their career advancement.

H5: *Family support has positive influence on employee's career development*

H6: *Peers and friends have a positive influence on employee's career development (In the context Advice seeking behavior)*

Core Self Evaluation (CSE)

The core self-evaluation is broad term that has four dimensions, such as self-esteem, locus of control, generalized self-efficacy, and (low) neuroticism (high emotional stability) (Judge & Bono, 2001). Employees perform better in their job, having a successful career and high level of satisfaction both in professional and personal lives when individual have high levels of core self-evaluation (Judge, 2009). Such personality traits also help individuals in stress and conflict events and provide coping capabilities to deal with stressful circumstances that are also beneficial to capture better opportunities to excel successfully (Judge & Hurst, 2007). When Individual evaluates their own self-worth and capabilities in life is generally refer as core self-evaluation personality traits (Chang, Ferris, Johnson, Rosen, & Tan, 2011). Researchers analysed the relationship of CSE with other variable such as job satisfaction, job motivation, performances, and working environment perception.

Piccolo, Judge, Takahashi, Watanabe, and Locke (2005) tested the four constructs of the core-self-evaluation in Japanese Culture. Study evaluated and estimated the concept of personality traits and relationship between CSE and satisfaction in job and happiness in life. In addition, as a static personality trait the core self-evaluation influences on the work experiences of the individuals (Wu & Griffin, 2012). Similarly, Di Fabio and Palazzeschi (2012) determined the incremental validity of core self-evaluation in the career decision-making process having a greater variance while taking the decision for career. Self-esteem was determined among the undergraduate students (male and female) and a positive association was found with career crystallization. The developmental model of self-esteem encompasses from infancy stage to advanced level. In addition, at the early adulthood stage, self-esteem supported through strong social relationship and career development. Kammeyer-Mueller, Judge, and Piccolo (2008) tested the model of self-esteem in terms of career success. The relationship between the self-esteem, career prestige, education, and level of income at the early seven year of career span measured. In addition, individuals determined their own needs and attributes related to career satisfaction and occupational choices, on other side persons with low self-esteem looking for external factors for satisfaction.Magnusson and Lalande (2005) assessed the self-esteem in term of social competences, ability to solve problems, intellectual ability. Furthermore, Patton, Bartrum, and Creed (2004) found the positive role of self-esteem in the male career development than female career development.
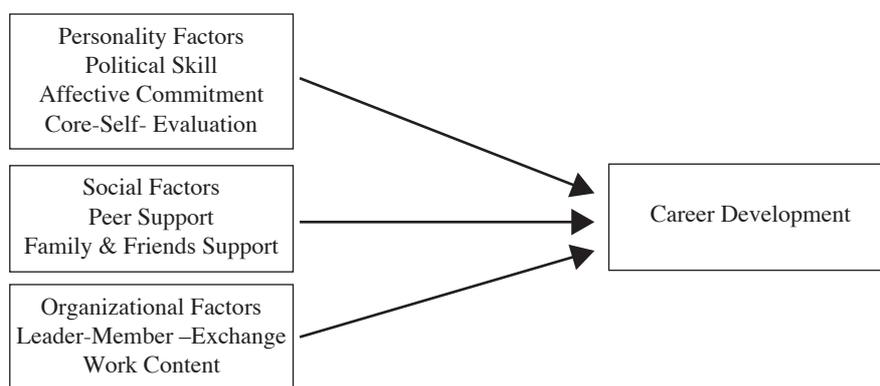
Collective efficacy and team support might influence on the early stages of career development (Kellett, Humphrey, & Sleeth, 2009). The meta-analysis identified that self-efficacy significantly correlated with task performance of an individual (Stajkovic & Luthans, 1998). Betz and Hackett (1986) proposed a model for female career development in an organization based on self-efficacy theory. Researchers hypothesized that, females have low expectation of efficacy with respect to their career. Females failed to utilize their capabilities and talent in order to get progression in career. Empirical evidence reported that, female in traditional occupations have higher self-efficacy, whereas male reported lower self-efficacy in traditional career than non-traditional occupations (Betz & Hackett, 1986; Burke, Vinnicombe, Michie, & Nelson, 2006; Schyns & Sczesny, 2010). In the career domain theory of self-efficacy have been reviewed by researchers, and provided self-efficacy construct utility to understand the usefulness of career self-efficacy (Betz & Hackett, 1986). Furthermore, career efficacy in decision making and expectations outcomes related with the individual career indecision (Betz & Voyten, 1997). Individual with high level of self-efficacy achieved success in their career because hard work and tenacious efforts helps in effective task accomplishment (Bandura, Barbaranelli, Caprara, & Pastorelli, 2001; Soh, 2011).

Neuroticism is a personality factor that influenced directly and indirectly on the job demands resource model (Bakker et al., 2010). Personality traits significantly influenced on the career success i.e. intrinsic and extrinsic success (Boudreau, Boswell, & Judge, 2001; Bozionelos, 2001; Judge, Higgins, Thoresen, & Barrick, 1999). Career success model has been extended with several dimension of intrinsic (Life and career satisfaction) and extrinsic (employability, ascendancy, job level) taken into study of personality traits (Boudreau et al., 2001). Employees with emotional instability are unable to cope effectively with the changes occurring around them (Reed, 2005). Similarly, locus of control (LoC) is "the individual belief about what good or bad occurs in life either general or specific area (e.g. heath, education). In diverse organizational environment the effects of locus of control measured in the absence of supervisory support for employee's career management and career experiences (Hammer & Vardi, 1981). Organization environment where employees have the opportunity to excel their career through polices and promotion practices, internal LoC play more vital role in the career

advancement than External LoC. Employees who have internal LoC actively involved in their career directions and responsible for their own career decision, therefore those employees are more successful career (Hsu, 2011). On the other hand, employees who are external LoC are waiting for luck or chance for their career success. In sum, all four factors of core self-evaluation have been analysed with respect to career. Personality factors influences on the development of the employees in their career.

H7: *Core self-evaluation has influence on employee's career development*

Figure-1 *Purposed model*

RESEARCH METHODOLOGY

The current study is quantitative in nature because hypotheses statements are tested in order to determine the significance relationship between the dependent variable and predictors of proposed model. General Linear Model (GLM) is applied on the data collected to investigate the impact of Organizational factors, Social factors and Personal factors on Career Development. The design of current study is cross-sectional. The target population is the professional and permanent workforce of the banking sector of Pakistan in Islamabad and Rawalpindi. Permanent employees are expected to give better response because they spend long time period in the organization. They have better knowledge about the tactics, procedures, and rules of their organization (Jan, 2010). Convenient sampling technique is used because of the unavailability of the information regarding the size of the target population. Sample size selection is an importance part, considered in research study, because inappropriate selection of sample size may adversely affect the results of the study (Kotrlik & Higgins, 2001). Subject to items ratios is the important rule considered to determine the sample size for study (Guadagnoli & Velicer, 1988; Osborne & Costello, 2004). Sample size of "300" is determined for this study based on subject-to- item ratio technique. The response rate is 83% as "249" complete responses are received. Table-1 shows the measuring instrument of the variables with their sources. Current study adopted the "well designed, well-structured and validated" questionnaire for collecting data.

Table 1
Measuring Instrument

Variable	Source	Items
Core-Self-Evaluation	(Judge, Locke, & Durham, 1997)	12
Political Skills	(Ferris et al., 2005)	20
Career Development	(Rothwell & Arnold, 2005)	7
Work Content	(De Beer, 1987)	14
Leader-Member-Exchange	(Wakabayashi et al., 1990)	6
Family & Friends Support	(Caplan et al., 1975)	3
Peer Support	(Caplan et al., 1975)	4
Affective Commitment	Allen and Meyer (1990)	4

ANALYSIS AND DISCUSSION

Demographic Characteristics

Out of 249 respondents, 28.9% were female employees, and 71.1% were male employees, who were working on permanent basis in their organizations. Likewise, 17.7% were under the age of 25 years, 58.6% respondents were in the range of 26-35 years of age, 15.3% were lying in the range of 36 to 40 years of age category and only 8.4% are above 40 years of ages. Qualification detail of the respondents was as: 13.7% of respondents having graduate level of education, 59.0% of respondents were qualified at master level, and 27.3% respondents having a qualification of above masters. Experience of the employees is an important construct of the study. In experience category, 14.1% were working in their organization less than 1 year; these respondents newly hired. In range of 2-4 years working experiences, there were 45.8% respondents. In addition, 23.7% respondents had more than 5-10 years of working experiences, and 16.5% respondents had above than 10 years of working experience in their organizations. The highest percentage of respondent regarding working experience was found in the category of 5-10 years of experiences.

Model Testing

To explore the relation between one dependent variable and more than one independent variables in the presence of categorical fixed factors (such as demographic variables), General Linear Model (GLM) is a good statistical technique to be used. In GLM, type III sums of squares are calculated to test the significance of between-subjects effects. Regarding Demographic Characteristics, Gender (p-value=0.500) and Age (p-value=0.585) are found insignificant, while Qualification (p-value=0.002) and Experience (p-value=0.054) are found significant. As far as Career Development Determinants are concerned, only Core-Self-Evaluation (p-value=0.192) is found insignificant, while all the others, Leader-Member-Exchange (p-value=0.032), Political Skills (p-value=0.000), Affective Commitment (p-value=0.000), Work Content (p-value=0.030), Peer Support (p-value=0.004), and Family & Friends Support (p-value=0.001), are found significant. Moreover, the value of R^2_{Adj} indicates that 54.6% of variation in Career Development Construct is explained by the Career Development traits, found significant above.

Perception about Career Development is increasing with the Level of Education as the value of ß is improving with the increase in education level {Graduate (ß= -0.340), Master (ß= -0.208), and Above Master (ß= -0.000)}. While in case of Experience, the employees with experience of 5-10 years have the highest perception score and employees with experience of less than 1 year have the lowest perception score regarding Career Development as less than 1 year (ß= -0.165), 2-4 years, (ß= -0.049), 5-10 years (ß= -0.155), and greater than 10 years (ß= -0.000). Regarding the factors influencing the Career Development, regression results are as follow, Leader-Member-Exchange (ß= -0.095), Political Skills (ß= -0.721), Affective Commitment (ß= -0.352), Work Content (ß= -0.146), Peer Support (ß= -0.174), and Family & Friends Support (ß= -0.225). Here we observe that Political Skills is the most important trait for Career Development, while Leader-Member-Exchange is the least important. Another interesting result is the negative influence of Peer Support on Career Development perception. It means, employees enjoying the Peer Support, have negative tendency to think about their own Career Development.

DISCUSSION

The trait of Political skills is considered an essential factor for employees to excel in their career and helps them to create strong networking inside and outside of their departments. By using such skills employees can create good repute in management mind. Networking with peers, managers, and other stakeholders increases visibility of employees in the sight of management. It also benefits employees to develop strong relationship with top management. If employee creates good impression by using their political nature appropriately, it leads them toward career success.

Affective Commitment has positive influence on the employees' Career Development. Strong emotional attachment of employees with their organizations will boost energy for progression. Employer likes to consult such committed employees for strategic decisions. Such employees easily jump up to top level in their organizations. Employees perceive that their level of commitment along with other factors help them to progress effectively in their organization. Such employees like to discuss with the people around them about their responsibility and organization. Such discussions of employee create good word of mouth about organization in social environment. Such committed employees work with more devotion, cope up more effectively with hardship, and are considered as an asset for organization.

Family and Friends' Support has positive influence on employees' Career Development. Family plays an important role in the development of an employee, and influence throughout the life cycle of employee. Every individual has certain responsibilities towards their families. Family members (spouse, parents, and children) want to spend some amount of time together. Due to high amount of organizational responsibilities and workload, sometimes the employees are unable to manage time for fulfilling family responsibilities. That is why; he/she may not give required quality time to their family and work that disturbs their personnel and professional life both. Employees will work with full attention, if family gives moral support to them. Along with family, friends also play a supportive role in employees' Career Development. Good friends always listen to their problems, and give good suggestions and advices to them about important concerns, which help the employees' Career Development.

Good relationships with peers provide benefits to employee. Peers play the role of mentor to provide appropriate guidelines to employees regarding their career. On the other hand, if employees are misusing the Peer Support, as always looking for help and getting it too, such

employees become careless regarding their own Career Development. This might be the reason that Peer Support is found negatively influencing the Career Development. Work Content is the main key to unlock the door of career success. Sense of responsibility to perform duties, accepting challenging tasks, and participating in organizational social activities benefit the employees to get progression. Design of work content is important because potential employee bring creativity and innovativeness in their work when they have certain amount of work empowerment. Management should appreciate new way of their employee working, and giving them career progression opportunities fairly. Employees, who want to climb up the organizational ladder, polish their skills and abilities to perform their tasks. Good employees give high priority to work and like to develop them for challenging task. Such working attitude of employees benefits them in Career Development.

Leader-Member-Exchange relationship has positive influence on Career Development. Good relationship with the supervisor increases the likelihood of the employee's progression, and employers prefer to recommend such subordinates for progression. Strong bounding between supervisor and subordinates creates good atmosphere in work setting, which in turn increases motivational level of employees and enhances their work performance as well. Employer prefers to do investment on their subordinate and train them for future. Similarly, subordinates try to act according to their supervisor perceptions; along with that, good relationship with supervisors is main step for moving up on career ladder. Supervisors provide appropriate training and educational opportunities to such employees who can develop themselves for future demands.

CONCLUSION

Career Development has received much attention in the developed countries but very limited number of research studies has been conducted in developing countries, specifically in Pakistan. Main theme of this comprehensive study is to explore the important determinants that benefits employees in Career Development. Employees will get aware about the importance of these essential determinants. This will help them in their Career Development and get the chance to focus on identified factors in this process. This study helps employees to perform right tactics in an organization for career progression. Findings suggest that organizational and social factors are important determinants as compared to personality traits for Career Development. These identified factors indicate that employees should devote attention on these determinants to get progression in career. Strong Political Skills, good relationship between supervisor and subordinates create good atmosphere in organization. Establishing strong networking, performing their duties sincerely, and showing high commitments toward organization will benefit employees in career progression.

Negative influence of Peer Support on the employee's Career Development, reflects weak relationship between employees and their peers. This might be due to some hidden factors like professional jealousy, biasness, lack of understanding and missing of helping behaviour, etc. Family and Friends Support is most reliable and well established social support in Pakistan for everyone. In such a supportive environment, employees feel themselves strong, energetic, and more effective and this eventually enhance their concentration on job. The outcome of this study leads the employees to get familiar with the factors affecting the Career Development and motivates them to follow these traits, progress in their career and enjoy the tastes of top positions in their organizations.

LIMITATION AND FUTURE RESEARCH

The first limitation of this study is the sample design. Results cannot be generalized for employees working in other sectors because of convenient sampling frame. Random sampling frame will be helpful to generalize the results. Present study investigated seven determinants that might affect Career Development. Some other factors like emotional intelligence attributes can be included for future investigations. Employees' demographics like marital status, family size, residential area might be of interest in future research. This study is entirely focussing on employees' perspective. Some traits related to employer and organizational structure, are potential areas to be investigated. This study is limited to the employees' perceptions working in the banking sector of Pakistan in Rawalpindi and Islamabad. Some other sectors are still to be explored (e.g. educational institutes, hospitals, and hotels) as well.

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