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IMPACT OF CAREER DEVELOPMENT ON ORGANIZATIONAL COMMITMENT

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Abstract. Career development is the most effective tool for organizations through which they develop their employee's career to make them more productive on workplace. The study examines the relationship between career development practices and three types of organizational commitment namely affective commitment, continuance commitment, and normative commitment in the telecom sector of Pakistan. Six hypotheses were developed and tested through tests including regression, correlation and descriptive statistics. Data have been collected from 100 employees of 5 companies of telecom sector of Pakistan. Primary and secondary data are used to collect information for this research. Questionnaire is used in this research to gather information from employees. Analysis shows that career development practices have positive impact on three types of organizational commitment. The leading limitation of this research is the number of sample N=100. IN spite this research is effectively conducted, the sample size is too small as population is large, due to the small sample size the outcome of research is not exactly accurate. With a bigger sample size, there will be more accurate and reliable results.

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INTRODUCTION

In the new era of globalization, those organizations earn more profit which have the best and competitive employees. Employee retention is not possible until the organization provides the career progression opportunities to its employees. This can be done when organization provides the best career opportunities and career path to employees so that they understand their abilities and take correct decisions to fulfill their career goals. Career development planning is essential for both the individuals and for the organization because it is not possible to plan for the career without identifying the needs of organization and competencies of employees. So organization's needs cannot be satisfied without satisfying individual needs (Lingham, 2000). There are many techniques and procedures for the career development like the career counseling, individual development planning, training and development, and mentoring. Organizations use these techniques and procedures to develop the career of their employees. According to the Nameroff, Garant and Albert (2004), organizations provide full support to employees including time, benefits and funds to achieve their goals. The business environment has rapidly changed the people's attitude towards the career development and organizational performance. For this reason of people changing behaviors, organizations apply the strategies of restructuring and downsizing that play important role in the organization's career development environment. And as the outcome of this, employees are able to self-manage their careers (Arthur, Khapova & Wilderom, 2005; Yusof, Munap, Badrillah, Hamid & Khir,

2017). Career development objectives can be achieved by the organizational support. According to the (Lingham, 2000) organizations support their employees to develop their careers by providing them training and guidelines.

In any industry, the success is dependent upon their human resources and they are productive when the organization provides full opportunity to them. The career development for employees is very important for organization's activities and is also important for business strategies (Wright & Belcourt, 1994). According to the Schein and Schein, (1978), Hall and Torrington, (1998) and Callan and Greenhaus, (1994) employee's career development is connected with individual's development and their career stages and fulfills the needs of organization. Organizations used many strategies and programs that shaped their employees' career which plays the important role to fulfill the individual's needs regarding (job security, skill development, promotions) and also fulfill the needs of organization such as employee's loyalty, trust, and commitment (Callan & Greenhaus, 1994; Feldman & Weitz, 1988).

Organizational development culture incorporates the individual career development. According to the (Mayo, 1991; Yarnall, 1998; Oltesvig, 2006; Baruch, 2006; Milkovich & Boudreau, 1997; Younis, Akram & Naseeb, 2013) individual is responsible for his own career and skills development. An organization makes an employee successful career (Bailyn, 1989). Herriot (1995) states that working environment affects employee's interest to contribute in their career development. According

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to Holbeche (1995), employees become more responsible and take more interest in career development when there is a high risk in their jobs.

According to Shaw, (2006) and Mayo, (1991) employees are the assets for any organization and their skills, knowledge and abilities are the important aspects for organization. According to the Callan and Greenhaus (1994), employees' career development is highly related to human resource system and correlated with the career development system.

Who should be responsible for employees' "Career" Development Presently career development is the individual responsibility but in certain cases organizations support the process of career development for employees. Career development process cannot be viewed by an individual without the intervention from organization. Organizations make the process of career development more formal, effective, and beneficial for employees. There are many researches conducted on the job security and affiliation in any organization. These two factors play important role in creating the working environment for the individuals in organization and improving organizational performance level. Both of the factors have direct link with growth of career development strategy.

If an organization expresses no biasness towards employees regarding career development perspectives, it will lead to development of friendly workplace. Some organizations provide career development in moral development perspectives. The prevailing study supposes if career development practices are directly linked with the employees' form of commitment or not.

According to the Katz and Kahn (1978) and Welsch and LaVan (1981) organizational commitment is highly dependent on the internal motivation and competence of employees. Meyer and Allen (1991) model of commitment is followed in this research study. According to this model, there are three major core conditions of organizational commitment namely: Normative Commitment (NC), Affective Commitment (AC), and Continuance commitment (CC).

Affective commitment is the employees' emotional attachment towards their organization (Meyer & Allen, 1997). They further document that affective commitment is the employees' "positive feelings of identification with, attachment, and involvement in the work organization". This situation will strengthen relationship and attachment of employees with the organization. When an individual is emotionally attached to any institution/organization, they perform all tasks effectively and achieve the organization's ultimate goals that leads to organizational effectiveness and efficiency.

Continuance commitment is characterized as "the cost associated with leaving the organization" (Meyer & Allen, 1997).

In the vast prospect of continuance commitment, it is an employee's investment of time, efforts and money and they would perceive some cost if they were leaving the organization (Meyer & Allen, 1984). Theoretically continuance commitment is related to the turnover and turnover intentions but not the behaviors of employees (Meyer & Allen, 1991; 1997). The investment of employees includes the contributions to the pension-plans, development of their skills, organizational benefits and so on. The perceived cost of employees is sometimes replaced with the foregone investments (Buitendach & Witte, 2005).

According to Meyer and Allen (1997), normative commitment is defined as "the feelings of obligation/responsibility to remain with the organization". Normative commitment is also characterized that employees don't leave the organization. And as a result, the employees develop the sense of obligation to stay within the organization. Employees show the interest within the organization because organization becomes favorite for them. When employees receive rewards, favors, facilities, and status, then they show the feeling of responsibility towards the organization. Normative commitment is also called the individual commitment with specific organization for many years (Marsh & Mannari, 1977). According to Lumley, Coetzee, Tladinyane and Ferreira (2011), this type of commitment leads to stay within the organization for a longer period of time, satisfaction with the work and performance of the tasks effectively and efficiently.

Problem Statement

Many organizations are facing the problem of employee commitment. They spend most of their financial resources on Training and Development of their employees but they still have no employee commitment or fewer employees are committed to organization and perform their task effectively. Many researchers conducted research on employee career development practices and forms of commitment. Some say it is positively related to career development (Meyer & Allen, 1991). Other researchers conclude that employee career development practices are correlated with affective commitment, continuance commitment, and normative commitment. So there is gap between these researches. The problem statement of this study is to analyze the significance of career development programs on commitment with regard to business success.

Research Objectives

- To investigate the impact of career development practices on Affective commitment.
- To investigate the impact of career development practices on Continuance commitment.

- To investigate the impact of career development practices on Normative commitment.

Research Questions

- How do career development practices impact on Affective Commitment?
- How do career development practices impact on Continuance Commitment?
- How do career development practices impact on Normative Commitment?

Significance of Study

This study is the first comprehensive study of Career development practices and commitment in organizations of Pakistan. It has both practical and theoretical significance: it advances knowledge and builds understanding of how Career development practices directly affect the forms of commitment within the organization; and it also assists organizations in formulating strategies to increase the efficiency of Career development practices so that employees will be satisfied and focus on their tasks to help the organization achieve its strategic goals.

The current study positively contributes to the philosophy of participative management practices. This study also explains that employees may not just have financial share in the company but also have share in the progress and development of the organization. Creating the ownership emotions among employees with the help of development of career and commitment may promote loyalty and innovation in their employees, and give the organization a competitive edge among the other organizations. Before explaining the significance of study in Pakistan perspectives, it might be seen that Pakistan has less corporate culture. Organizations are facing new challenges in the economic situation of Pakistan. Due to terrorism and other factors, the foreign investment is decreasing and economy of Pakistan is going down. The organizations make struggle to meet new challenges of the world economy and perform effectively to stable the economic situation of Pakistan.

Recently new trends in the financial markets are forcing the organizations that they cross the limitations of local markets and approach the international markets. In this process, the Pakistani organizations are stressed to make their way different, the government rules are different from local market, making the competition harder. The new trends introduced about globalization, e-business and the World Trade Organization (WTO) procedures have laid the foundation of new trials in Pakistan. Many of Pakistan's organizations are combating with prevailing uncertain environment. Besides these challenges, this study creates the new knowledge for the organizations to make

effective their human resources through career development and commitment.

Scope of Study

Many organizations are making the strategies to make their employees loyal and committed with the organization. Organizations are successful in this process to give effective salary, and bonuses to employees but this process has not worked in every organization. Till then organizations are facing the problem of employees' commitment. To resolve this problem, many researchers have conducted the researches which are applied in the organizations and make organizations' strategies effective regarding the employees' perspective. This research provides new data in prospects of career development and forms of commitment (affective commitment, continuance commitment, and normative commitment) within the organization. The uniqueness of this research is study that career development influences each form of commitment in organization. Overall, this study provides scope for academicians and specialists to implement the best Career development practices that would work for a particular organization.

LITERATURE REVIEW

Career Development

Career development is a lifetime process of managing your organization's employees' work experience within organization or between the organizations. Umer and Naseem (2011) found out the relationship of career development, work environment, work life balance, and supervisor support with the employees' job satisfaction and business process outsourcing in Pakistani industry. Shelton (2001) analyzed the impact of career development practices on employee retention, and job satisfaction in the business success. This means that training and development programs in organization provide support to employees that they develop their career goals and also build the commitment towards the organization (Ashar, Ghafoor, Munir & Hafeez, 2013). Shani and Divyapriya (2013) analyzed the relationship between the knowledge management and career development in the IT professionals. Career management of organization also contributes in employee career development (Baruch, 2006). Employees' satisfaction towards their career identifies that whether the career development activities are valuable for the employees and organization (Lent & Brown, 2006). Barnett and Bradley (2007) conducted the research study which determines that organizational role is positively related to the career development practices and employees' career satisfaction. Employee's career is concerned with the organizations and managers in order that what employees are

needed to develop their careers to the changing situation of organization (Aplin & Gerster, 1978; Flippo, 1980). Career development is the structure of work-related activities that employees perform in his/her daily working life routine (London & Stumpf, 1982; Feldman & Weitz, 1988). The successful career of employees depends on the organizations (Bailyn, 1989). Career development is the long-term planning of the employees in which they make their future plans and choose the resources to meet these plans (Callan & Greenhaus, 1994; Baruch, 2006). Employee career development is related to Human Resource (HR) system and associated with career system (Callan & Greenhaus, 1994). Training is the portion of career development procedure which develops the employee's skills and abilities (Milkovich & Boudreau, 1997) and it has also significant contribution towards enhancing the financial performance of an organization. Barnett and Bradley (2007) studied the organizational support's impact on career development of employees. In the 20th century, the "career" term is used for describing the ratio of work of the managers and specialist in organization. According to the (Tamkin & Hillage, 1999), Career skills are very important for both the organization and employee with the career education and required skills.

Affective Commitment (AC)

Affective commitment is the positive emotional connection and participation of employees to the organization. An employee who is affectively faithful to the organization will fulfill and achieve the goals of association and want to be a part of organization for a long time. Employee who stays longer with organization has significantly higher affective commitment (Meyer, Allen & Smith, 1993). Previous research shows that when organizations identify the type of commitment, their employees are more effective and stay with organization for a long time and organizations provide them with incentives which leads towards efficiency and productivity (Gonzalez & Guillen, 2008; Mowday, Porter & Steers 1982). Affective commitment is linked to the demographic features and work involvement of employees (Mowday et al., 1982). Affective commitment is positively related to the performance of employees (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989). Affective commitment is the emotional attachment of employees with their organization's rules and standards (Beck & Wilson, 2000). Through the organizational commitment, we perceive the organizational productivity (Yang & Chang, 2008). According to Meyer and Allen (1991), affective commitment has negative influence on the absenteeism of employees and turnover intentions. In the three components of organizational commitment, a massive research has been conducted on affective

commitment (Mathieu & Zajac, 1990). Affective commitment has strong relationship with the antecedents, correlates, effects, and cross-cultural (Allen & Meyer, 1990; Cheng & Stokdale, 2003; Lee, Allen, Meyer & Rhee, 2001; Mathieu & Zajac, 1990; Meyer & Allen, 1991, 1997; Mowday et al., 1982; Wasti, 2002). According to the Mowday et al., (1982) affective commitment is generally divided into four categories. These are personal characteristics, structural characteristics, job-related characteristics and work life experience.

Continuance Commitment (CC)

Continuance commitment depends on the charges or expenses that employees subordinate when they are leaving the organization (Meyer & Allen, 1991). This also relates with the individual's need to stay in the organization with his appreciation costs like tenure, pay, benefits, and domestic commitment etc. when they depart the organization (Meyer & Allen, 1991). Continuance commitment has the negative correlation with the job performance (Agba, Nkoyen & Ushie, 2010). According to Allen and Meyer, (1990) continuance commitment is based on two elements (i) number of investments individuals make in existing organization, (ii) lack of other alternatives or opportunities of work. Kanter (1968) defined the continuance commitment as the "cognitive-continuance commitment as that which occurs when there is a profit connected with continued involvement and a cost related with leaving". Somers (1993) defined the continuance commitment that this is the high sacrifice commitment with no other work alternatives or opportunities. Continuance commitment is related to the cost linked with the organization leaving and increases the perceived cost. According to the (Meyer, Stanley, Herscovitch & Topolnytsky, 2002), lack of alternatives or inability or employees' skills and education are primary actions in continuance commitment.

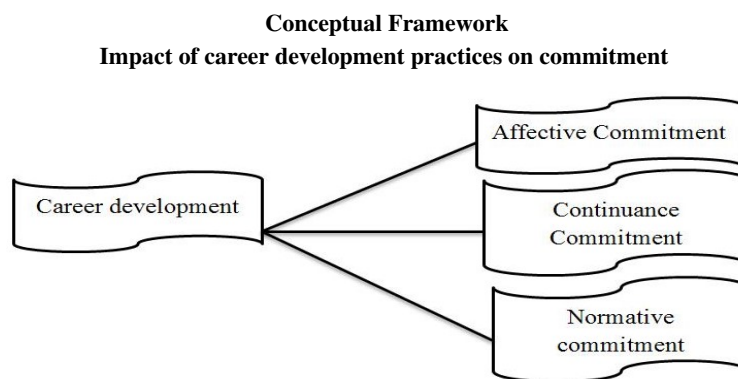
Normative Commitment (NC)

Normative commitment is defined as the "employee's feelings of responsibility to stay within the organization" (Meyer & Allen, 1984). Employee takes the organizational work as responsibility so stays within the organization for a long time (Abdullah, 2012; Anwar & Sidin, 2016). Normative commitment is called the silent dimension of employee commitment and researchers conclude that it is inter-connected with the affective commitment (Allen & Meyer, 1990; Meyer & Allen, 1997). In normative commitment, individuals are committed with the organization on the basis of moral and their status which are given by the organization (Marsh & Mannari, 1977). This form of commitment is when the employees stay longer with the organization satisfied with their tasks and perform effectively and efficiently (Aamodt, 2007). Normative com-

mitment relates to take the membership of any organization (Guntur, Haerani & Hasan, 2012).

Normative commitment demonstrates the elements of job creativity to the employees that they stay for a long term with organization (Meyer et al., 2002). According to the Bolon, (1997) normative commitment is the new stage for organizational commitment that develops employees and trains them that how they perform their duties on work place with honesty and faithfully. The final component of commitment model is

the normative commitment in which individual feels the obligation to stay within organization. According to the Marsh and Mannari's (1977) research study, people who remain committed to the organization believe in moral commitment. When organizations offer rewards to employees in advance then employees develop normative commitment towards organization. Employees develop normative commitment towards the organization for long time.



Hypotheses

Hypothesis 1: There is significant positive impact of career development practices on Affective commitment.

Hypothesis 2: There is significant positive impact of career development practices on Continuance commitment.

Hypothesis 3: There is significant positive impact of career development practices on normative commitment.

RESEARCH METHODOLOGY

Type of Research

This is the basic research study. Basic research is generating a form of knowledge by trying to understand how certain problems that are generated in organizations can be resolved. The results of that research study contribute to generating knowledge in various purposeful areas of business world and are not generally related to a specific problem and its findings or results are not instantly applied. The purpose of this research is to generate more knowledge and theories in business areas.

Research Design

Primary and secondary data are used to collect information for this research. Questionnaire is used from Taber and Luzzo, (1999) and Allen and Meyer (1990) in this research to gather information from employees. The questionnaire is distributed to employees who perform different tasks in Telecom sector of Pakistan.

Population

The population of research denotes to the complete group of employees or objects to which researchers are concerned in generating the conclusions. The aimed population usually has varying features and it is also called as the theoretical population. The target population in this study was 790 employees of all selected companies from "Telecom sector of Pakistan".

Sample and Sampling Techniques

A sample is the one part of a larger population. It is the process by which we choose the sample from the larger population for collecting and analyzing the data. The purpose of sampling is to specify one part of the whole population. In this research study, we selected the sample of two hundred employees from the telecommunication sector of Pakistan. Convenient sampling technique is used in this research study for investigating and examining the data.

Data Collection

The data were collected from 5 companies (Ufone, Zong, Telenor, Warid, Mobilink) of telecom sector of Pakistan with the help of five point Likert scale questionnaires ranging from 1= Strongly Disagree to 5= Strongly Agree. Total 150 questionnaires were distributed among the respondents and in return 100 questionnaires were received back which shows the response rate of 66.6%. All responses were occupied on Likert

scale of 5 starting from strongly disagree to strongly agree. Representation of these measures was as under:

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Unit of Analysis

The unit of analysis was the employees of “Telecom sector of Pakistan” who performed different job responsibilities in different departments and achieved the company goals.

Variables

In this study, we have one major independent variable and three dependent variables. These are further classified as under:

- Independent Variable
- Career Development
- Dependent Variables
- Affective Commitment
- Continuance Commitment
- Normative Commitment

Measurement Instruments

To measure career development practices: used eight-item career development scale developed by (Taber & Luzzo, 1999). Example of items used was “the leadership in my organization strongly supports the career development of staff”. Career development alpha reliability was found ($\alpha = .89$) for eight items.

Employee commitment: Employee commitment (Affective, continuance and normative commitment) was measured by using (Allen & Meyer’s 1990) scale. Example of item used for Affective commitment is “I do not feel like part of a family at organization”. Eight items used for Affective commitment. Example of item used for continuance commitment is “I am not concerned about what might happen if I leave organization

without having another position lined up”. Six items used for continuance commitment. Example of item used for normative commitment is “I do not feel any obligation to remain with organization”. Six item used for normative commitment. The alpha reliability was found ($\alpha = .90$) for affective commitment, ($\alpha = .86$), for continuance commitment and ($\alpha = .71$) for normative commitment.

Data analysis techniques

There are three techniques which were used in this research study. These are:

- Descriptive statistics
- Regression
- Correlation.

Data analysis software

SPSS 20.0 software is used in this research study for data analysis.

Descriptive, Correlation and Regression Analysis

The aim of current research was to study the impact of career development practices on forms of commitment including (Affective Commitment, Continuance Commitment, and Normative Commitment). In this chapter, we discuss overall data and their results. The collected data were analyzed by using correlation and regression analysis, descriptive statistics, and reliability analysis.

To investigate the association between the independent variable (career development) and dependent variables (Affective Commitment, Continuance Commitment, Normative Commitment), correlation, descriptive statistics and linear regression were applied on the collected data for companies that have been selected for my research. Data on different tools and techniques are applied.

TABLE 1
Reliability Test

Variables	Sources	No. of Items	Reliability
CD	Taber & Luzzo, (1999).	08	0.892
AC	Allen and Meyer’s (1990)	08	0.904
CC	Allen and Meyer’s (1990)	06	0.861
NC	Allen and Meyer’s (1990)	06	0.715

Descriptive Statistic

In descriptive statistics, following items are used. Mean of the variables, Standard deviations and Variance and also Alpha mentioned in table 2. Career development mean was 3.57

(S.D. = .80185), Affective commitment mean was 3.70 (S.D. = .83561), Continuance commitment mean was 3.71 (S.D. = .84377), and normative commitment mean was 3.77 (S.D. = .71956).

TABLE 2
Descriptive Statistics of Variables

	Mean	Std. Deviation	Variance
CD	3.57	.80185	.643
AC	3.70	.83561	.698
CC	3.71	.84377	.712
NC	3.77	.71956	.518

TABLE 3
Correlation Analysis

Variables	CD	AC	CC	NC
CD	1	.608**	.697**	.316**
AC		1	.811**	.587**
CC			1	.570**
NC				1

Correlation analysis has been applied on the 100 observations and from given correlation analysis technique results examined that CD has Pearson value (.608*) which shows that career development has significant Pearson correlation with AC as well as positive relation exists between CD and AC. Dependent variable CD has significant Pearson correlation with Continuous commitment because Pearson significant value is .697** which is much highly significant. CD also has significant correlation with Normative commitment because Pearson correlation gives Pearson significant value which is (.316**).

Significant correlation exists between AC and CC because Correlation results are highly significant with value of .811**. Similarly AC has significant correlation with AC and NC because Pearson values are highly significant .587**. Continuous commitment has significant correlation with the variable normative commitment. Because results that are derived from correlation technique have highly significant value (.570**) Overall results that are derived from the correlation technique are highly significant. The entire variable has significant correlation with other variables.

TABLE 4
Results for Main Effect of Career Development on Commitment

	R	R ²	Adjusted R ²	R ² Change	β	F-Value	T-Value	Sig
AC	.608	.370	.364	.370	.509	57.612	4.708	0.00
CC	.697	.485	.480	.485	.596	92.458	3.924	0.00
NC	.316	.100	.091	.100	.311	10.876	8.750	0.01

A. Predictors: (constant), Career development

B. Dependent Variable: AC, CC, NC .

From the regression analysis, co-efficient of determination shows that when the regression is applied on the dependent and independent variable by this way results' accuracy is represented by co-efficient of determination as well as R square is so close to 1; it shows the goodness of fit of the model. Overall regression results have been received as mentioned in the above table.

Given results

R Square = .370, .485, .100

Adjusted R square= .364, .480, .091

We know that co-efficient of determination R square measures the goodness of fit of the model as much as R square is close to 1; it shows that model is more and more accurate. The co-efficient of determination R square = .370 for AC, .485 for CC and .100 for NC. This shows that 60 percent of variation in the AC of organization is due to the fluctuations in this independent variable of career development. And R square .370 shows that 69 percent variation in the dependent variable continuous commitment is due to career development and R square .485 percent shows that 31 percent fluctuation in the Normative

commitment is due to this independent variable.

So here R square and Adjusted R square .364, .480, .091 show the goodness of fit and accuracy of my model.

$\beta_1 = .509$ Partial regression coefficient shows that there is a positive and significant relationship existing among the career development and AC because p value is highly significant which is 0.00 and t and f values are also highly significant; f value = 57.612 which is more than 4 and t value is also more than absolute 2 which is 4.708. If one percent change occurs in the career development, this will cause .509 percent increase in the AC.

$\beta_2 = .596$ regression coefficient shows that here too positive and significant relationship exists among the career development and continuous commitment. If one percent change happens in the career development, this will bring .596 percent change in the continuous commitment and results are highly significant because p value is highly significant 0.00 and f and t values are also normally distributed; f value = 92.4 which is higher and t value is also more than absolute 2 which is 3.92.

$\beta_3 = .311$ indicate that here similarly positive and significant relationship exists among the career development and normative commitment because p value is highly significant ($p = 0.001$) and f and t values also have significant results ($F = 10.87$ and $t = 8.75$). t and f values are highly significant and model shows that if just one percent increase in career development occurs, it will bring .311 percent increase in the normative commitment.

DISCUSSION

This research study is based on the three objectives and three hypotheses which are developed from (Meyer & Allen, 1991) three component model. There are four variables included in this research study, one independent variable "career development" and three dependent "affective, continuance, and normative commitment". First discuss the objectives of this study. The first objective of this study is to investigate the impact of career development on affective commitment.

According to the regression analysis, the affective commitment beta was ($\beta = .509$). It means that there is significant positive relationship between the career development and affective commitment. The second objective of this study is to investigate the impact of career development on continuance commitment. The beta of continuance commitment is ($\beta = .596$) which means that if we change one percent in career development, .596 percent change occurs in continuance commitment. The third objective of this research study is to investigate the impact of career development on normative commitment. The beta of normative commitment is ($\beta = .311$) which means that there is significant positive relationship be-

tween the career development and normative commitment.

Hypotheses were developed from the previous literature for this study. The first hypothesis shows that there is the significant relationship between career development and affective commitment. The second hypothesis is that there is significant relationship between the career development and continuance commitment. The third hypothesis is that there is significant relationship between the career development and normative commitment.

The hypothesis is proved by correlation analysis. Correlation is applied on 100 observations. The telecommunication sector of Pakistan has been chosen for the study. The whole population was the employees of telecom sector of Pakistan and the sample is 100 employees. According to correlation analysis technique, results examined that career development has significant Pearson correlation with AC as well as positive relation exists between CD and AC. CD has significant Pearson correlation with Continuous commitment. CD also has significant correlation with Normative commitment.

Significant correlation exists between AC and CC according to Correlation results which are highly significant. Similarly AC has significant correlation with AC and NC. Continuous commitment has significant correlation with the variable normative commitment. The results of this study exposed that all hypotheses which are developed for this study generate major results and proved that career development is positively related to affective commitment, continuance commitment and normative commitment.

The research has been conducted first on this issue by Li, Tong and Wong, (2012). But the results did not clearly match with the study of Li et al. (2012). There are several reasons; first was the population and sampling size was different. Li et al. (2012) conducted this study in Hong Kong part time faculty of Continuing Professional Development (CPD) sector. Country of study was also different in this study. Li et al. (2012) conducted this study in Hong Kong while this present research is conducted on Telecom sector of Pakistan.

The whole research concluded that career development is positively affecting the organizational commitment (Affective commitment, Continuance commitment, Normative commitment). When organizations develop the employee career through the implementation of best training and development programs, then employees are more satisfied and relaxed towards their work and in result their commitment is increased towards the organization. Training and career counseling is important of employers and employees. If organizations conduct the proper training sessions for employees, it would help them develop their skills and competencies and in outcome they increase their commitment.

CONCLUSION AND RECOMMENDATIONS

Career development is much important for employees as well as organizations. Organizations develop their employees' career to make them efficient in the particular area. In further study, organizational commitment is also considered very important for its outcomes for individuals and organizational performance. The prime object of current research was to study the link between career development and organizational commitment in culture of Pakistan. The major strength of this study is its unique context. The results of this study exposed that all hypotheses which are developed for this study generate major results and proved that career development is positively related to affective commitment ($\beta = .50$), continuance commitment ($\beta = .59$) and normative commitment ($\beta = .32$). Researchers confirmed that career development has significant impact on organizational commitment. Organizations enhance the level of organizational commitment through employees by engaging them in the training, developing and improving the training activities. In result it will increase the overall organizational commitment. The result is that when employees receive training, they feel that organizations give them special treatment and treat as individual employee of organization then they develop strong organizational commitment towards organization (Ardayanfitri & Wahyuningtyas, 2016).

According to Meyer et al. (1993), normative commitment is increased with the age, and individualism-collectivism theory, and employees develop more obligation towards organization. Companies protect employees on behalf of employees' performance and expect loyalty from them. Employee commitment to the organization performance is beneficial which enhances the employees' skills, knowledge, performance and obligation of duty and supports the employees to meet the organizational goals and objectives. The motivational aspects of organization which they give to their employees such as increment in salary and wages, housing bonus, and transport cost etc. will affect the employees' commitment to the organization. It will help employees develop the positive or negative commitment towards organization. The organization's structural plan will help the employer and employee meet the long-run objectives and goals of organization. With regard to the career development in today's business world, employees are not satisfied with having just a job or benefits or wages. They want their perfect career, their interests, personality, abilities, and capabilities.

The loyalty of employees depends on the situation in which organization satisfies their needs and wants. Employee commitment also depends on management to implement the career development program in organization. Employees want that management take interests in their career development program. The rewards which are provided by the organization to employees will enhance their productivity and commitment related to organizational goals and objectives. Overall study proved the significance of career development and organizational commitment. It is clear that those companies that have career development culture, their employees are more committed with organization than to those organizations that do not develop their employees' career.

LIMITATIONS OF THE STUDY

The research has some limitations. The leading limitation is the number of sample $N=100$. IN spite this research is effectively conducted, the sample size is too small as population is large, due to the small sample size, the outcome of research is not exactly accurate. With a bigger sample size, there will be more accurate and reliable results.

This research is limited to the telecom sector of Pakistan. All of the questionnaires were distributed to employees of telecom companies in Haripur area. The final results are not able to represent the whole population in Pakistan.

MANAGERIAL SUGGESTIONS AND FUTURE RESEARCH DIRECTIONS

The human resource managers and practitioners can get awareness from the results of this study that organizational commitment can be increased through developing the employee's career goals and achieving these goals. It will not only grow the organizational commitment but directly and indirectly will impact the other results linked with career development and commitment.

Future research should include the different intermediaries and moderators that contribute in career development and results relationship. Career development and organizational commitment study is recommended with other results such as employee satisfaction, performance management practices, networking, organizational effectiveness and employee development and organizational commitment is studied with outcomes such as employee training benefits, career stages, job satisfaction and turnover intentions. A longitudinal study is recommended in the results of this study in different framework.

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