


**PERSONAL CHARACTERISTICS AND ORGANIZATIONAL CAREER MANAGEMENT AS PREDICTORS OF ORGANIZATIONAL COMMITMENT: AN EMPIRICAL INVESTIGATION**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 24 March 2023</p> <p><b>Accepted</b> 20 June 2023</p>	<p><b>Purpose:</b> The objective of this study was investigate the effect of organizational career management and demographic variables on organizational commitment in Jordanian universities.</p>
<p><b>Keywords:</b></p> <p>Career Development; Organizational Commitment; Affective Commitment; Human Resources Management; Continuance Commitment; Organizational Career Management.</p>	<p><b>Theoretical framework:</b> Organizational Career management and organizational commitment become vital concepts in the field of human resource management and organizational behavior. Nevertheless, in Arabian countries such as Jordan, these concepts have not received adequate consideration from specialists.</p>
	<p><b>Design/methodology/approach:</b> The researcher designed a questionnaire based on the objectives and hypotheses of the study. The researcher disseminated 468 questionnaires. 445 the collected data and test the hypotheses. The data were analysed using frequencies, percentage, mean rating, one sample t-test and ANOVA.</p>
	<p><b>Findings:</b> Study results showed a positive and significant correlation between organizational career management and organizational commitment, from the standpoint of administrative staff in Jordanian Universities’.</p>
	<p><b>Research, Practical &amp; Social implications:</b> Some managerial implications for Jordanian Universities’ Managers and HR practitioners have emerged based on the findings of this study.</p>
	<p><b>Originality/value:</b> Many organizations use programs to develop employee career path employees, but these programs are fragmented and do not exist in an integrated process linking the path of individuals and the organization. This study adapt comprehensive model and explore its relation with organizational commitment.</p>
	<p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i6.2096">https://doi.org/10.26668/businessreview/2023.v8i6.2096</a></p>

**CARACTERÍSTICAS PESSOAIS E GESTÃO DE CARREIRA ORGANIZACIONAL COMO PREDITORES DO COMPROMETIMENTO ORGANIZACIONAL: UMA INVESTIGAÇÃO EMPÍRICA**

**RESUMO**

**Objetivo:** O objetivo deste estudo foi investigar o efeito da gestão de carreira organizacional e das variáveis demográficas sobre o comprometimento organizacional em universidades jordanianas.

**Estrutura teórica:** A gestão de carreiras organizacionais e o comprometimento organizacional tornaram-se conceitos vitais no campo da gestão de recursos humanos e do comportamento organizacional. No entanto, nos países árabes, como a Jordânia, esses conceitos não têm recebido a devida atenção dos especialistas.

**Projeto/metodologia/abordagem:** O pesquisador elaborou um questionário com base nos objetivos e hipóteses do estudo. O pesquisador distribuiu 468 questionários. 445 os dados coletados e testou as hipóteses. Os dados foram analisados por meio de frequências, porcentagem, classificação média, teste t de uma amostra e ANOVA.

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**Conclusões:** Os resultados do estudo mostraram uma correlação positiva e significativa entre a gestão de carreira organizacional e o comprometimento organizacional, do ponto de vista do pessoal administrativo das universidades jordanianas.

**Implicações sociais, práticas e de pesquisa:** Algumas implicações gerenciais para os gerentes e profissionais de RH das universidades jordanianas surgiram com base nos resultados deste estudo.

**Originalidade/valor:** Muitas organizações usam programas para desenvolver a carreira dos funcionários, mas esses programas são fragmentados e não existem em um processo integrado que vincule a trajetória dos indivíduos e da organização. Este estudo adapta um modelo abrangente e explora sua relação com o comprometimento organizacional.

**Palavras-chave:** Desenvolvimento de Carreira, Comprometimento Organizacional, Comprometimento Afetivo, Gestão de Recursos Humanos, Compromisso de Continuidade, Gerenciamento de Carreiras Organizacionais.

## CARACTERÍSTICAS PERSONALES Y GESTIÓN DE LA CARRERA ORGANIZATIVA COMO PREDICTORES DEL COMPROMISO ORGANIZATIVO: UNA INVESTIGACIÓN EMPÍRICA

### RESUMEN

**Objetivo:** El objetivo de este estudio era investigar el efecto de la gestión organizativa de la carrera profesional y las variables demográficas sobre el compromiso organizativo en las universidades jordanas.

**Marco teórico:** La gestión organizativa de la carrera profesional y el compromiso organizativo se han convertido en conceptos vitales en el campo de la gestión de recursos humanos y el comportamiento organizativo. Sin embargo, en los países árabes, como Jordania, estos conceptos no han recibido la debida atención por parte de los expertos.

**Diseño/metodología/enfoque:** El investigador diseñó un cuestionario basado en los objetivos e hipótesis del estudio. El investigador distribuyó 468 cuestionarios. 445 los datos recogidos y comprobó las hipótesis. Los datos se analizaron mediante frecuencias, porcentajes, rango medio, prueba t de una muestra y ANOVA.

**Conclusiones:** los resultados del estudio mostraron una correlación positiva y significativa entre la gestión organizativa de la carrera profesional y el compromiso organizativo desde el punto de vista del personal administrativo de las universidades jordanas.

**Repercusiones sociales, prácticas y de investigación:** A partir de los resultados de este estudio surgieron algunas implicaciones de gestión para los directivos y los profesionales de RRHH de las universidades jordanas.

**Originalidad/valor:** Muchas organizaciones utilizan programas para desarrollar las carreras profesionales de los empleados, pero estos programas están fragmentados y no existen en un proceso integrado que vincule la trayectoria de los individuos y la organización. Este estudio adapta un modelo integral y explora su relación con el compromiso organizacional.

**Palabras clave:** Desarrollo de Carrera, Compromiso Organizacional, Compromiso Afectivo, Gestión de Recursos Humanos, Compromiso de Continuidad, Gestión de la Carrera Organizacional.

### INTRODUCTION

Universities around the world play a significant role in achieving economic, scientific, and cultural development through various functions such as education and scientific research aimed at serving community. In the era of globalization, universities cannot retain their employees unless they provide better job opportunities and career paths for their employees. This can be achieved when universities provide the best career opportunities and career path for employees to understand their capabilities and make the right decisions to achieve their professional goals. Like other government institutions, achievement of university's goals depends on efficiency of human element responsible for managing its various activities. Career path management is considered a fundamental activity for human resource management in any

organization, given employee's work-life connectedness to the idea of permanency and continuity, which requires the need to organize career paths to achieve organizational and individual goals. On the one hand, providing educational services and achieving the public good, and on the other hand, continuously improving employee's material and social status.

Employees are the most valuable asset for any organization, and their skills, knowledge, and abilities are among the most important aspects of the organization. Employee career development is closely related to the human resource system, and developing a career path is something that every employee wants. Generally, the higher the employee's position, the better their situation will be. If universities do not care about career path management, employee loyalty will decrease. Among the most important topics that affect employee commitment is paying attention to their career path, due to the various administrative practices related to career path of these employees, to ensure creativity and excellence and to facing continuous changes in university's environment, both internally and externally. Organizational commitment is a social and psychological state that indicates alignment of workers' goals with organization's goals, and each party's sense of duties towards the other, adhering to organization's values and goals, feeling a strong sense of belonging to it, defending it, and the desire to continue in it. Consequently, organizational commitment is considered a mutual investment between individual and the organization he works for, through his belonging and continued work in it, while accepting its organizational values and trying to achieve its goals. It also highlights high levels of individual behavior required for performance. Modern organizations give exceptional attention to development and career growth of employees, where career path is of great importance for both employees and organization to achieve their goals and aspirations. The organization adopts several methods and strategies to develop this path, including training, promotion, job rotation, job enrichment, and other methods. In this study, we seek to determine impact of developing career path on organizational commitment as one of the very important aspects of organizational behavior for the organization, as it is one of the organizational behavior outputs. Organizational commitment behavior highlights the organizational commitment behavior as one of the manifestations of individual's commitment to goals, values, and directions of the organization in which he works in. On the other hand, the organization does not neglect when there is conditions of competition and market openness, to develop and satisfy ambitions of its employees, so that its goals and their goals meet at one point. From previous discussion, there is a need to prove relationship between career path management and organizational commitment scientifically in universities. (Colquitt et al., 2014)The problem of

the study is that the existence of a low level of organizational commitment may be caused by lack of clear procedures for managing career path, and therefore the problem of the study can be expressed by the following question: How does development of career path affect organizational commitment of workers in universities?. This study aims to explore the practices of career management and organizational commitment in Jordanian universities. This study is of both theoretical and practical importance. Theoretical importance lies in increasing knowledge and understanding practices of career management and types of organizational commitment prevalent in Jordanian universities. Whereas, practical importance lies in assisting universities to formulate strategies to increase efficiency of career management practices, so that individuals are more satisfied and focused on tasks to achieve strategic objectives.

From the main problem, the following questions can be posed:

- a) What is the level of awareness of administrative faculty in universities regarding practices of career management and its dimensions (promotion, training, job enrichment, job rotation)?
- b) What is the level of awareness of administrative staff in universities regarding organizational commitment?
- c) What is the impact of career management practices, with its dimensions (promotion, training, job enrichment, job rotation), on enhancing organizational commitment of administrative staff in Jordanian universities?
- d) Are there statistically significant differences in the means of study sample estimates towards organizational commitment due to demographic variables (gender, experience, educational qualification, age)?

## LITERATURE REVIEWS

### Organizational Career Management (OCM)

The term organizational career management (OCM) refers to programs or activities that organizations engage in to support career success of their employees (Kong et al., 2010). Organizational career management is considered an important organizational variable, which is sometimes referred to as "organizational support for career development" or "organizational care" (Verbruggen et al., 2007). Modern organization plays a noteworthy new role in career development by providing more support for human assets. While professional management responsibility has been transferred to individuals from organizations, organizational support for organizational path management should not be neglected. Thus, organizations can enhance their

competitiveness globally by providing more career success for their employees. Organizational Career Management programs should enhance organizational commitment behavior, and if these programs are aligned with the expectations of employees, this will enhance commitment and other positive outcomes. The assistance provided by organizational career management programs can be considered a form of organizational support. Organizational support is positively related to job performance (Hammash, 2020) and negatively related to withdrawal behaviors such as absenteeism and turnover (Kong et al., 2011; Karavardar, 2014). The role of organization in organizational career management includes integrating career path planning and development activities with other human resource management activities, and developing current human resource management policies by introducing modifications, especially in areas of transfer, promotion, motivation, training, and evaluation (Karavardar, 2014).

In recent times, organizations have been giving exceptional attention to career development and planning its path, despite its difficulty and complexity. There are several reasons why employee career progression and growth should be a top priority, including:

- Increasing of scientific skills of employees in recent years. We are now dealing with a new group of workers called "knowledge workers," which means their career aspirations have increased, and they aim to obtain better job positions.
- Job development programs increase an organization's ability to attract skilled and ambitious personnel and retain them.
- Organizations that plan their employees' career future are more attractive to skilled individuals than those that do not prioritize this.
- Job development programs help organizations identify qualified individuals for high-level leadership, professional, and managerial positions and then guide them through training and development programs that enable them to reach these positions.
- The more an organization focuses on development and career advancement using scientific and objective methods, the lower the employee turnover rate and absenteeism rate. This will lead to increased motivation and productivity among employees and reduced labor costs.
- Achieving the above benefits will help individuals achieve their goals by providing them with opportunities for growth and job satisfaction, as well as helping organization to achieve its goals through increased productivity and profit. Therefore, planning for the path puts the right person in the right place, which helps achieve both goals.

Career path planning is defined as the path that an employee takes while moving between organization jobs, and management helps him to achieve better job positions throughout his career in the organization. In this context, there are three types of career paths:

- **Traditional path:** This path represents vertical movement of an employee from lower-level positions to higher-level positions through promotion.
- **Network path:** This path represents possibility of vertical and horizontal movement of an employee in the organizational structure throughout his career at the same administrative level, in order to acquire new and diverse skills and experiences.
- **Achievement path:** This is a new concept that does not require an employee to stay in a specific position for a certain period to be promoted to another position, but rather relies on individual's successes and achievements in his work as a criterion for moving from one job to another along the career path. (Spurk et al. 2015).

### Career Path Management Methods

Career management programs include a wide range of activities related to human resource management and its activities in organization. These activities include providing a comprehensive job description that defines job specifications on the one hand, and qualifications of qualified individuals on the other hand. They also involve preparing an accurate system for evaluating capabilities and skills of individuals, knowing individual's level of performance, strengths, weaknesses, formative needs, and possibility of transferring, and promoting them. Career tests are also conducted to identify individual's abilities, skills, and work aspirations. (Hammash, 2020)

These activities also include counseling and directing employees in planning their career path and providing advice to them through direct supervisors, human resource management specialists, or any consulting agency. They also involve identifying the most suitable opportunities that fit employees' abilities and skills within organization, and identifying requirements for obtaining these opportunities through training or other means. (Biswakarma, 2016) This study will focus on four career management means, which are employee training, promotion, job enrichment, and job rotation. (Husina, 2018; Ghadir & Imran, 2015), where the researcher will review them sequentially as follows:

- **Promotion:** is defined as transfer of an individual from his current job to another job at a higher organizational level, where the incumbent bears greater duties and responsibilities, and enjoys better working conditions such as an increase in wages, and



a high social status among workers. Promotion as a means of career path development plays an important role for both individual and the organization alike, as individual achieves his desire for growth and progress, and organization achieves its desire to achieve compatibility between individual and organization, which is reflected in performance and satisfaction of employees. It is important that promotion is carried out based on achieving compatibility between individual and job, as well as on basis of qualifying and training employees for promotion (Hammoud & Kharsha, 2007).

- **Training:** Many organizations manage training process as part of career path management, where many training programs are aimed at developing employees and improving their performance. Career path management programs can provide individuals with the required skills through training programs. Training programs include three stages: need for training, implementation of training program, and evaluation stage of the training program (Maher, 2005).
- **Job Enrichment:** Job enrichment involves adding new tasks and duties to the job, as well as increasing individual's powers. The worker, under this approach, enjoys complete freedom to perform, use multiple methods and means, as well as proper supervision of his work. This approach helps unleash individuals' potentials and provides them with ample opportunities to accomplish performance (Hammoud & Kharsha, 2007).
- **Job Rotation:** is an exercise of frequently transitioning all employees between different jobs to ensure they gain experience to various departments of the firm while learning and improving their skill sets. Job rotation boosts employee flexibility, and lower turnover rates.

### Organizational Commitment

Organizational commitment is one of the most important general concepts in the field of human resource management, organizational behavior, and management (Mahanta, 2012). Al-Sairafi (2009) defined it as "emotional attachment between organization's goals and values and individual's role associated with its goals, values, and purpose". The importance of organizational commitment lies in its association with many behavioral patterns that lead to high cost and poor service in any sector attributed to lack of organizational commitment from managers and employees. It is linked to several factors such as job turnover, absenteeism, and effectiveness, as well as demographic characteristics of individuals and their motivation, such

as age, gender, and need for achievement. This relationship meets the belief that organizational commitment is a relatively stable position over time. All above gives organizational commitment its importance, as each factor is linked to productivity and effectiveness of organization. Meyer and Allen (1991) presented a model of organizational commitment that included three components: affective commitment (AC), normative commitment (NC), and continuance commitment (CC) (Meyer et al., 2012).

- **Affective Commitment (AC):** is the positive emotional attachment and involvement of employees in the organization. An employee who is effectively loyal to the organization will achieve its goals and wants to be part of it for a long time. An employee who stays longer with the organization has a significantly higher emotional commitment. Affective commitment is associated with demographic characteristics and employee engagement at work. According to Allen and Meyer (1991) emotional commitment is emotional attachment of employees to rules and standards of their organization, thus affective commitment has a negative impact on employees' absenteeism and their turnover intentions. Affective commitment is "positive feelings among employees about recognition of and attachment to organization and participation in it". This position will enhance employees' relationship and attachment to organization. When an individual is emotionally attached to any institution/organization, they perform all tasks effectively and achieve ultimate goals of the organization which leads to organizational effectiveness and efficiency. (Rodriguez et al, 2023)
- **Normative Commitment (NC):** refers to individual's moral and personal commitment to adhere to values and goals of organization, which is influenced by social, cultural, and religious values. Normative commitment is derived from individual's sense of duty and responsibility to stay in organization. This feeling arises from a range of factors, including family values, prevailing culture, and societal values. Normative commitment increases when individuals feel a sense of obligation and responsibility towards organization and its employees, in addition to the benefits they receive from working in the organization. (Meyer & Allen, 1997)
- **Continuance Commitment (CC):** reflects a strong desire to continue working within organization and adhere to its values, without being able to sacrifice due to increased costs involved. It indicates an individual's readiness to stay in organization for a longer period because of his personal investments, which make leaving organization



more costly for him. These investments include time, effort, organizational skills, which are not transferable and lead to significant costs if the individual leaves organization. Continuance commitment is the most common type of commitment. (Nyengane, 2007; Iman & Rashid, 2023).

### **Previous Studies Between Career Path, Career Commitment, and Demographic Variables**

Rehman (2017) conducted a study in Pakistani telecommunications sector with the aim of examining relationship between career development practices and types of organizational commitment, which are emotional commitment, continuance commitment, and normative commitment. The results of the analysis showed that career development practices positively affect three types of organizational commitment.

Results of a study in Algerian education sector, career path management practices have showed that there is 58% of variance in career commitment of university workers. (Benchohra & Badraoui, 2021)

Yuliyanti et al, 2020 conducted a study aimed at determining impact of career path development and work environment on employee loyalty, with job satisfaction as a mediating variable. The results of structural equation modeling showed an effect between study variables and existence of a mediating role for job satisfaction for relationship between career path development and loyalty. Results of the study (Majid et al, 2017) showed a positive impact of career path development on organizational loyalty. Uzma & Reem (2021) study showed that there is a strong relationship between path development and loyalty of administrative staff at King Abdulaziz University, Saudi Arabia. The study of (Saadi, & Amer, A (2012) showed that there is a positive correlation between career path planning and organizational loyalty among employees of some Libyan oil companies operating in Benghazi, where value of the correlation coefficient between the two variables was 0.299.

A study of Hasina (2018) showed that there was a significant impact of career path development variable with its dimensions (promotion, business rotation, training, job enrichment) on organizational commitment of workers of Algerian Sonelgaz Company. The study of Pandey & Khar (2012) regarding results of regression showed that the two variables; job satisfaction and organizational commitment had a statistical relationship with dependent variable job commitment. In addition, career path growth is an important motivator for Omani public sector employees, and emotional and normative commitment mediates relationship

between career path growth and workers' intention to leave work. The study of AlTuwaijri et al. (2019) showed that there is a statistically significant impact of career path management on achieving organizational excellence for Saudi Ministry of Education. A study of Mustafa & Sami (2021) showed a significant relationship between organizational commitment and excellence in performance of academic staff of Mansoura University, Egypt, and the existence of a mediating role for organizational commitment to relationship between governance and university performance excellence. A study of Shawabkeh & Abu Saleh (2018) study showed there is an existence of a statistically significant impact at significance level of 0.05 for career path development by its dimensions career path planning and career path management on organizational commitment with its emotional, affectional, and continuous dimensions in Greater Amman Municipality. A study of Ghadir & Imran (2015) showed there is a positive and weak correlation between career path management and its dimensions of promotion, training and career enrichment and organizational commitment in Syrian industrial companies. Additionally, there were no differences according to gender and age.

Some studies were conducted that attempted to test relationship of demographic variables (age, marital status, period of service and educational qualification) with organizational commitment.

A study of Mustafa & Sami (2021) showed that there were statistically significant differences in attitudes of the study sample of academic staff members at Mansoura University towards organizational commitment according to age and gender. Cohen's study (1993) showed that organizational commitment has a direct correlation with length of service in the organization. The study of Salami (2008) showed that demographic variables explained change in organizational commitment except for gender. In addition, a study of Meyer and Allen (1990) showed that there is a weak relationship between organizational commitment and demographic variables, and a strong relationship between organizational commitment and years of experience and organizational characteristics such as organizational support. The study of Meyer et al. (1993) also showed a positive relationship between age and organizational commitment. Gupta's study (2009) showed a relationship between organizational commitment and demographic variables such as gender, years of experience, type of employment, and organizational practices. Furthermore, a study of Natarajan and Nagar (2011) in India showed that bank managers with long experience showed more emotional commitment, normative commitment, and internal satisfaction, which means that there is a relationship between experience and organizational commitment. The results of Ayodele et al. (2020) study showed

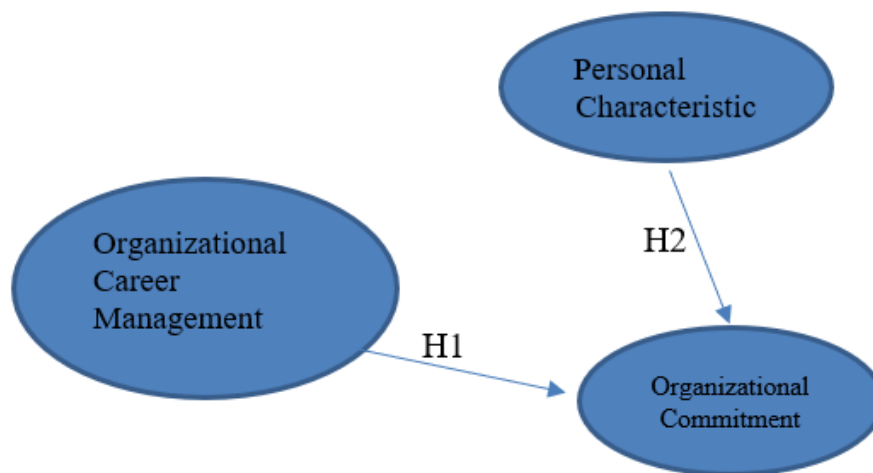
that there is a relationship between job commitment and organizational commitment, and the presence of organizational commitment among males is higher than that of females, and there is a statistically significant relationship for demographic variables (marital status, educational qualification, and job level) and organizational commitment for real estate employees in Nigeria.

## METHODOLOGY

### Research Framework and the Development of the Hypotheses

Based on the objective of this research study, Figure 1 below represent the conceptual frame work used in this study:

Figure 1: The research model



Source: Prepared by the author

Based on Figure (1), the researcher formulated the hypotheses below:

- **Hypothesis 1 (H1)** states that there is a positive correlation between Organizational Career Management (OCM) and Organizational Commitment (OC) in Jordanian universities.
- **Hypothesis 1 (H1-1)** states that there is a positive correlation between promotion and Organizational Commitment (OC) in Jordanian universities.
- **Hypothesis 1 (H1-2)** states that there is a positive correlation between training and Organizational Commitment (OC) in Jordanian universities.
- **Hypothesis 1 (H1-3)** states that there is a positive correlation between enrichment and Organizational Commitment (OC) in Jordanian universities.

- **Hypothesis 1 (H1-4)** states that there is a positive correlation between rotation and Organizational Commitment (OC) in Jordanian universities.
- **Hypothesis 2 (H2)**, on the other hand, suggests that demographic factors such as gender, age, academic qualification, and experience do not have a statistically significant impact at the level of significance ( $p=0.05$ ) on organizational commitment.

## Measurement

The researcher developed a questionnaire consisting of three parts to collect primary data for this research, based on previous studies. The first part of the questionnaire included questions related to demographic variables of study sample, such as gender, age, experience, and academic qualification. The second part focused on independent variable (organizational career path), and its dimensions (promotion, training, job enrichment, and job rotation), where the researcher set questions of this variable with questions based on previous studies by Hasina (2018) and Ghadir & Abu Saleh (2018). The third part of the questionnaire comprised of questions connected to the dependent variable (organizational commitment), where the researcher set questions of this variable based on previous studies by Mustafa & Sami (2021) and Shawabkeh & Abu Saleh (2018). Participants were asked to rate their level of agreement with each item on a five-point Likert scale.

- **Content and face validity check:** To ensure validity of questionnaire, ten academic experts were consulted to review and evaluate the items related to organizational career path and organizational commitment. The experts assessed the items for comprehensibility and clarity to respondents, resulting in the removal and rewording of some items to prevent confusion.
- **Instrument reliability:** It is measured using Cronbach's Alpha coefficient, which indicated a reliability value of 95% for all dimensions of the study.
- **Data collection:** Data were collected in 2022 from 445 administrative staff working in ten Jordanian public universities. The researcher collected data from both primary and secondary sources. Secondary data was obtained from university annual reports, official departments, and studies directly or indirectly associated to study variables. The primary data was collected using a questionnaire as a main instrument for the collection of primary data distributed to a proportional sample of upper and middle management employees, including managers, department managers, section managers, and regular employees. A total of 460 questionnaires were distributed, and

455 were retrieved. After removing ten inadequate responses, a final sample size of 445 questionnaires was used for analysis

## RESULTS & DISCUSSION

### Results Regarding the Study Questions

- What is the awareness degree about organizational path management and its components at Jordanian universities, from academic staff point of view?
- What is the level of awareness of organizational commitment and its components at Jordanian universities from academic staff point of view?
- How do key demographic factors (gender, age, education, experience) affect administrative staff's perception of organizational commitment?

### Answering the Study Questions

What is the awareness degree about organizational path management and its components at Jordanian universities, from academic staff point of view.

Table 1: Means and Standard Deviations of career management's level

Rank	Dimension	Mean	Standard Deviation	Degree of Assessment*
1	Training	4.03	.49	High
4	Promotion	3.49	.64	Moderate
2	Job Enrichment	4.01	.52	High
3	Job Rotation	3.79	.59	High
	Career Management	3.83	.45	High

(\*)Indication of Likert scale measurement: Extent from (1-5): Therefore, (less than 2.49 is low) from (2.50-3.49 is moderate) and (more than 3.5 is high).

Source: Prepared by the author

From the table above, we can see that members of the study sample of Jordanian universities scored higher on organizational career management, reflecting similarities in responses of participants with the mean (3.83) and standard deviation (0.45). Among the responses of participants, research on career management in organizations is shown. In addition, training came in first rank with an arithmetic mean of (4.01) at a high degree, then job rotation with high degree came after job enrichment with arithmetic mean of (3.77). lastly, promotion came in fourth rank with an arithmetic mean of (3.49), which shows a moderate degree.

What is the level of awareness of organizational commitment and its components at Jordanian universities from academic staff point of view?

Table 2: Means and Standard Deviations of organizational commitment's level

Rank	Dimension	Mean	Standard Deviation	Degree of Assessment*
1	Affective commitment	3.98	.60	High
3	Normative commitment	3.79	.67	High
2	Continuous commitment	3.91	.65	High
	Organizational commitment	3.79	.59	High

(\*)Indication of Likert scale measurement: Extent from (1-5): Therefore, (less than 2.49 is low), from (2.50-3.49 is moderate) and (more than 3.5 is high).

Source: Prepared by the author

From the table above, we can see that members of the study sample of Jordanian universities scored higher on organizational commitment, reflecting similarities in responses of participants with the mean (3.79) and standard deviation (0.59). Among the responses of participants, research on organizational commitment in organizations is shown. In addition, affective commitment came in first rank with an arithmetic mean of (3.98) at a high degree, then continuous commitment with high degree and an arithmetic mean of (3.91). Lastly normative commitment came after in third rank with an arithmetic mean of (3.79), which shows a moderate high.

### Testing of Study Hypothesis

- **Hypothesis 1 (H1)** states that there is a positive correlation between Organizational Career Management (OCM) and Organizational Commitment (OC) in Jordanian universities.
- **Hypothesis 1 (H1-1)** states that there is a positive correlation between promotion and Organizational Commitment (OC) in Jordanian universities.
- **Hypothesis 1 (H1-2)** states that there is a positive correlation between training and Organizational Commitment (OC) in Jordanian universities.
- **Hypothesis 1 (H1-3)** states that there is a positive correlation between enrichment and Organizational Commitment (OC) in Jordanian universities.
- **Hypothesis 1 (H1-4)** states that there is a positive correlation between rotation and Organizational Commitment (OC) in Jordanian universities.

For the purpose of testing first hypothesis the researcher will use the liner regression between independent variable; organizational career path and dependent variable; organizational commitment. Accordingly, we have the subsequent tables:



Table (3): Results of simple linear regression for third main hypothesis

model	Source of variance	Sum of squares	df	Mean of squares	R	R <sup>2</sup>	Adjusted R	F value	significance
Simple regression	Regression	68.416	1	84.556	.733	.538	.537	514.972	.000(a)
	Residual	58.854	443	.061					
	Total	127.270	444						

Source: Prepared by the author

Table (3) shows that value of (F) is (514,972), with statistical significance of (0.000), less than ( $\alpha \leq 0.05$ ), indicating interpretive and predictive power of using simple linear regression between independent variable (organizational career management) and dependent variable (organizational commitment), therefore, single linear regression model is suitable for evaluating causal relationship between independent variable (organizational career management) and dependent variable (organizational commitment). It has been demonstrated that value of correlation coefficient between independent variable (organizational career management) and dependent variable (organizational commitment) is (0.733), value of (R<sup>2</sup>) is (0.538), and the adjusted variable (R<sup>2</sup>) value is (0.537), which indicates that the independent variable (organizational career management) can account for (53.8%) of changes in dependent variable (organizational commitment) and the rest is as a result of other factors.

Table (4) Significance of standardized and unstandardized simple linear regression coefficient hypotheses

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.576	.148		3.883	.000
Social capital	.872	.038	.733	22.693	.000

Source: Prepared by the author

Table (4) illustrates that:

- Existence of a statistical significance for constant of easy linear regression formula, (t) value is (3.883) and with a statistical significance of (0.000) where it is less than ( $\alpha \leq 0.05$ ) which shows significance of constant of easy linear regression model with a value of (.576).
- Existence of a statistical significance for standardized and unstandardized easy linear regression formula associated with independent variable (organizational career management) in which value of (t) is (22.693), with a significance of (0.000) that is less than significance level ( $\alpha \leq 0.05$ ) which suggests rejection of null hypothesis and accepting alternative hypothesis which states there is statistically significant impact at

the level ( $\alpha \leq 0.05$ ) for organizational career management on organizational commitment at Jordanian universities.

For the purpose of testing sub-hypotheses, the researcher will use liner regression between independent variables; training, promotion, job enrichment, and job rotation and dependent variable; organizational commitment. Consequently, we have the following table:

Table (5). standardized and unstandardized simple linear regression coefficient hypotheses

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.723	.148		4.888	.000
Training	.48	0.53	0.044	.896	.371
Enrichment	.26	.054	.253	4.827.	.000
Rotation	.438	.039	.489	11.355	.000
Promotion	.084	0.032	0.100	2.649	0.008

Source: Prepared by the author

Table (5) illustrates that:

- Presence of a statistical significance for constant of multiple linear regression formula, where value of (t) is (4.627) with a statistical significance of (0.000) which is below level of ( $\alpha \leq 0.05$ ) indicating significance of constant.
- Nonappearance of a statistical significance for coefficient of multiple linear regression formula associated with independent variable training, where value of (t) is (.896) with a statistical significance of (0.371), where it is below significance level ( $\alpha \leq 0.05$ ), which proposes accepting null hypothesis that: There is no a statistically significant impact ( $\alpha \leq 0.05$ ) for training dimension on employees' organizational commitment.
- Existence of a statistical significance for coefficient of multiple linear regression formula connected to independent variable; job enrichment, in which value of (t) is (4.827), with a statistical significance of (0.000), that is below significance level ( $\alpha \leq 0.05$ ), suggests rejection of null hypothesis and acceptance of alternative hypothesis stating that: There is a statistically significant impact ( $\alpha \leq 0.05$ ) for job enrichment dimension on employees' organizational commitment.

**Hypothesis 2 (H2):** There is no statistically significant impact at significance level ( $p=0.05$ ) of demographic factors (gender, age, academic qualification, experience) on organizational commitment.

**Sub-hypothesis:** There is no statistically significant impact ( $\alpha \leq 0.05$ ) of gender on perception of academic staff regarding organizational commitment. With the aim of testing sub-hypothesis, the researcher used (T- test) for independent samples.

Table (6): Independent Samples T-test for gender

	Mean	Std. Deviation	Df	t	Sig
Male	3.96	.51	443	2.272	.119
Female	3.85	.55			

Source: Prepared by the author

Table (6) shows that the mean for male responses of organizational commitment is (3.96) and the mean for female responses for quality of work life is (3.85). In addition, Sig is (.119) for organizational commitment, thus we accept null hypotheses that there is no statistically significant impact ( $\alpha \leq 0.05$ ) of gender on perception of administrative staff towards organizational commitment.

**Sub-hypothesis:** There is no statistically significant impact ( $\alpha \leq 0.05$ ) of age, educational level, and experience on workers perception towards organizational commitment.

Table (7) One-Way ANOVA test of impact of age, academic rank, and experience.

		Sum of Squares	Df	Mean Square	F	Sig
Age	Between groups	.949	3	.316	1.104	.347
	Within groups	126.321	441	.286		
	Total	127.270	444	366	30.025	
Academic qualification	Between groups	6.018	3	2.006	1.148	.083
	Within groups	121.252	441	.275	28.877	
	Total	127.270	444	366	30.025	
Experience	Between groups	.949	3	.316	1.104	.347
	Within groups	126.321	441	.286		
	Total	127.270	444	444	30.025	
Academic qualification	Between groups	6.018	3	2.006	1.148	.083
	Within groups	121.252	441	.275	28.877	
	Total	127.270	444	366	30.025	
Experience	Between groups	.949	3	.316	1.104	.347
	Within groups	126.321	441	.286		
	Total	127.270	444	444	30.025	

Source: Prepared by the author

Table (7) shows that:

- There aren't differences among groups according to their age. In addition, Sig is (.481), accordingly there is no statistically significant impact ( $\alpha \leq 0.05$ ) of age on workers perception towards organizational commitment.

- There aren't differences among groups according to their academic rank. Furthermore, Sig is (.083), consequently there is no statistically significant impact ( $\alpha \leq 0.05$ ) of educational level on workers perception towards organizational commitment.
- There are no differences among groups according to their experience. Furthermore, Sig is (.098), consequently there is no statistically significant impact ( $\alpha \leq 0.05$ ) of experience on workers perception towards organizational commitment.

## CONCLUSION

This study aimed to clarify impact of career path management with its dimensions (training, promotion, job enrichment and job rotation) on organizational commitment of administrative body in Jordanian public universities. It also aimed to know differences in arithmetic means of the administrative body's attitudes towards organizational commitment based on demographic variables such as gender, age, experience, and educational qualification. The researcher collected the data of study through a study tool; a questionnaire, which was distributed to (445) employees from various administrative and organizational levels, and the researcher used the SPSS 24 Statistical Program to answer the questions of the study and test its hypotheses. Whereas arithmetic means, standard deviations, T test, and One-way ANOVA test were used to analyze data and extract results, the most prominent of which were:

- **First:** Arithmetic means of estimates of the study sample for career path management is (3.83), with a high evaluation score. This study agrees with the results of previous studies of (Saadi & Amer, 2012; Benchohra & Badraoui, 2021). This indicates university administration's interest in means of supporting organizational path, such as promotion, training, job enrichment, and job rotation, because they play an important role in increasing organizational commitment.
- **Second:** Arithmetic means of the study sample's estimates of organizational commitment is (3.79), with a high evaluation score. This result is consistent with the study of Rehman, S. (2017), this indicates that the study sample have high job commitment in their universities, due to the high values of emotional commitment and continuance and normative commitment.
- **Third:** There is a statistically significant effect of managing organizational path on organizational commitment. This result is consistent with the results of previous

studies, Reem 2021; Yuliyanti et al. 2020; Shawabkeh & Abu Saleh, & Uzma, 2018). This indicates that universities are interested in ways to support its employees' path, which raises their organizational commitment in its various dimensions, as employee becomes more sincere in his work, and this will benefit university, especially since we are in the age of knowledge.

- **Fourth:** There is a statistically significant impact of promotion, job enrichment and job rotation on organizational commitment, and there is no statistically significant impact of training on organizational commitment. This result is consistent with results of previous studies (Hasina.T (2018); Benchohra & Badraoui. (2021) and this result indicates that universities allow workers to use their different skills to perform jobs, and that there is fair access to promotion opportunities.
- **Fifth:** There are no statistically significant differences affecting organizational commitment due to demographic variables such as gender, age, educational qualification, and experience. This study agrees with the results of previous studies (Mahanta, (2012); Ghadir & Imran, 2015). This indicates the agreement of the study sample's attitudes towards job commitment, regardless of their demographic variables.

### LIMITATIONS OF THE STUDY AND FUTURE DIRECTION

The limitations of this study are categorized into three limitations first, time limitation where the study restricted on period (2021-2022). Second, place limitation where the study restricted in Universities located in the north region. Third, human limitation where the study restricted on administrative staff working in the Universities located in the north region. Finally, future studies can investigate the role of human resources as mediating variable to provide a better understanding of the relationship or applying this study to other sectors such as communication sector.

### RECOMMENDATIONS

- Designing promotion paths for each job or job group, as each job group must include clear paths for promotion and provide occupants of each group with appropriate opportunities for advancement. We should take into account that a higher job includes additional skills and responsibilities than the previous one.

- Preparing a guide for career paths that includes information needed by employees about promotion opportunities and the necessary suggestions for that, taking into account clarity, accuracy and transparency of information.
- Providing opportunities for training and education away from reality of work, as some knowledge, skills and attitudes are better formed through official training programs offered by specialized bodies outside work.
- Disseminate information about job opportunities in a renewed manner and by various means, and it should include all employees.
- Training superiors to play a positive role in career development of their subordinates, motivating them to do so, and providing environment that helps them to do so.

### IMPLICATIONS

Based on theoretical and field aspect of various variables of the study, whether career path management practices or career commitment, it is evident that if administration pays attention to various ways of supporting path of administrative body for each of training, promotion, and motivation process, by drawing up strategic plans in line with environmental changes and various crises, depending on modern technological means, it increases job commitment in its various dimensions. In addition, an employee becomes more responsible and sincere in his work, and this will benefit the university, especially since we are in the age of knowledge with a dynamic environment, and raise its competitive advantages in front of other universities, with improving quality of university services.

Based on results of the study, universities must follow career paths that are commensurate with their human resources as well as dealing well with employees, each according to the stage of his career cycle, in order to benefit from them more.

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