

## Mediating Role of Career Development Program on Employee's Motivation and Job Satisfaction in Telecom Sector Peshawar

Faisal Sheraz<sup>1</sup>, Saima Batool<sup>2</sup> & Shirmeen Ijaz<sup>3</sup>

### Keywords:

Career Development,  
Motivation,  
Job Satisfaction,  
Telecom Sector, Strategies,  
Constraint

### ABSTRACT

The aim of the research study was to analyze the significance of CDP (career development program) on employees' motivation and job satisfaction at telecom sector. A questionnaire consisting of close ended questions rated specifically on 5-point likert scale is adopted and conducted on 206 employees working in telecom sector. In the study of concern variables, the input obtained from the evaluation of the survey results was interpreted by using SPSS statistics software and process macro. The study revealed a significant relationship between career development program and employee's motivation and job satisfaction. It was found that CDP as a mediating variable helped to explain the relationship among the different variables. Lack of such development program after training is of great interest for both employees and management of the concern organization. The lack of career development program affects the motivation level and job performance level. However, how Career development influences certain other variables like employee turnover etc is still yet to be researched.

## INTRODUCTION

The word career development emphasizes the interest of individuals especially employees. It is a broad term and sets as a main step in achievement of both individual and organizational goals. Career development is a lifelong process of learning, leisure, work and transition for moving towards a bright future. The success rate of every organization (company) is mainly dependent upon its human resources. According to Susan (2012), human resource is one of the most important assets in the uplift of an organization. Several other factors which play a crucial role; an organization should have effective and efficient employees in order to stay financially stable and competitive (Vondracek, Fred W., Richard M. Lerner, and John E. Schulenberg, 2019). Organization must be aware of employee motivation in respect to job satisfaction (Baruch, Yehuda, and Denise M. Rousseau, 2019).

To accomplish a harmony between an individual career needs and the organization workforce requirements, a well-planned and organized effort of career development is required to achieve

<sup>1</sup>Dr. Faisal Sheraz, Assistant Professor, faculty of Management Sciences, Abasyn University, Peshawar, Pakistan. Email: [ims\\_faisal@yahoo.com](mailto:ims_faisal@yahoo.com)

<sup>2</sup>Dr. Saima Batool, Acting Dean / Associate Professor, faculty of Management Sciences, Nur International University, Lahore, Pakistan.

Email: [saima.batool@niu.edu.pk](mailto:saima.batool@niu.edu.pk)

<sup>3</sup> Dr. Shirmeen Ijaz, Riphah Institute of Clinical & Professional Psychology (RICPP), Riphah International University, Lahore Campus. Email: [shirmeen.ijaz@riphah.edu.pk](mailto:shirmeen.ijaz@riphah.edu.pk)

organizational goal (Leibowitz, Farren& Kaye, 1986; Lips – Wiersma & Hall, 2007). Under the employment practices of life time, career development program was regarded as key part of the human resource management (Nadler & Nadler, 1989). Through career development employees can grow their proficient information and autonomy to enhance innovativeness, work execution and advancement (Ko, 2012).

Career development program has become attractive for organizations which aim at improving performance and productivity (Patton & McMahon, 2006). To gain competitive advantage, organization considers several factors like technological innovation, demographic change, skilled employees, etc. Such a move will improve hierarchical dedication among representatives, occupation fulfillment, less representative grievances and bring down employees' turnover (Werther & Davis, 2002).

## **Problem Statement**

The concept of career development programs has evolved with the passage of time. Career development theories provide a fundamental explanation for describing human behavior in a proper manner. The study reviews some career development theories and offers an understanding of how they affect employee retention, employee commitment, employee motivation and job satisfaction, and the other behaviours within organizations.

Hindrances to career development programs are not known and solutions are also yet to be discovered. If this problem continues, the performance of organization will decline affecting the goals and objectives. Therefore, the focus of the study is to assess the career development practices within the organization and to recommend the possible strategies for minimizing hindrances in implementation of career development programs. The findings of the study would help the initiators in addressing the limited career development programs. The study is expected to provide information regarding importance of career development programs for the organization and its employees.

## **Objectives of the Study**

1. To find out relationship between employee motivation and career development program;
2. To find out relationship between job satisfaction and career development program;
3. To find out relationship between employee motivation and job satisfaction;
4. To find out mediating effect of career development program between employee motivation and job satisfaction.

## **Research Questions**

The main research questions of this study are as under;

1. Is there any relationship between employee motivation and career development program?
2. Is there any relationship between employee job satisfaction and career development program?
3. Is there any relationship between employee motivation and job satisfaction?
4. Does career development program mediate the relationship between employee motivation and job satisfaction?

## **Research Hypotheses**

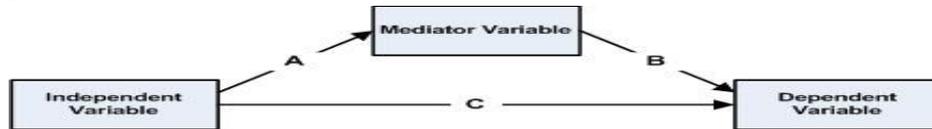
The proposed hypotheses are given below;

H<sub>11</sub>: Employee motivation significantly effects career development program in telecom sector.

- H<sub>12</sub>: Job satisfaction significantly effects Career development program in telecom sector.
- H<sub>13</sub>: Employee motivation significantly effects job satisfaction in telecom sector.
- H<sub>14</sub>: Career development program has significantly mediates the relationship between job satisfaction and employee motivation in telecom sector.

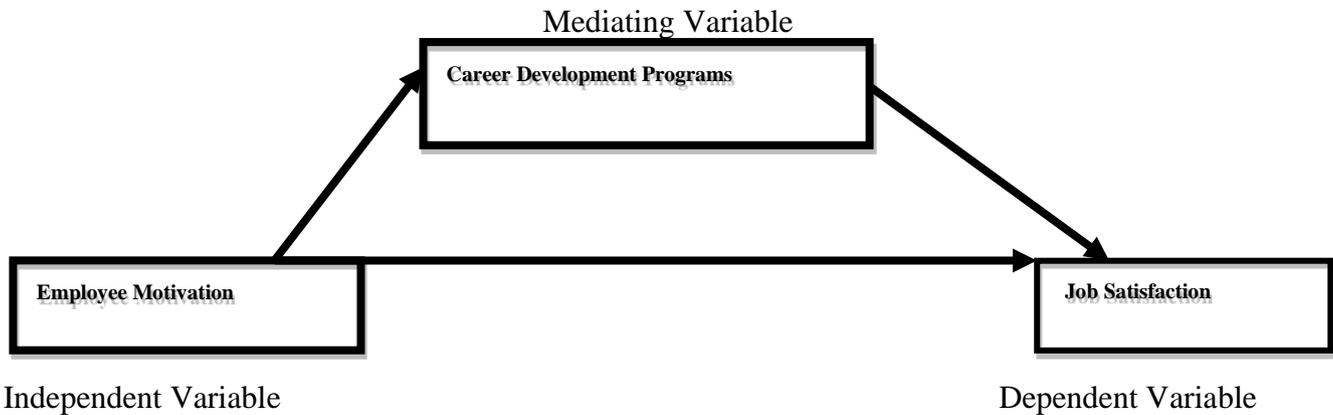
**Theoretical Framework**

Mediation model identify the mechanism for explaining the process that underlines an observed an observed relationship between dependent and independent variable by including a third hypothetical variable. This hypothetical variable is also known to be a mediator variable or mediating variable or intermediary variable or intervening variable. A mediator is added to explain the relationship between dependent and independent relationship. Mediation analysis helps in better understanding of relationship in between dependent and independent variables. This model was proposed by Baron and Kenny's in 1986.



**Figure No. 1.2 Barron and Kenny's Mediation Model (1986)**

In this study, while studying the role of career development program, mediation model is applied. The relationship between dependent variable i.e. employee’s motivation and dependent variable i.e. job satisfaction is explained through mediating variable i.e. career development program.



**Figure No: 1.3 Theoretical Framework**

**LITERATURE REVIEW**

**Introduction**

Career development is very important and considered is an essential part of the organization’s policies. Several researchers explored this area with different point of views. A clear linkage (convergence) between individual and organizational effort has been clearly shown in the development of career. Traditional views suggest that career planning inherently is the system where an employer is protecting the people rights but he does not rely on giving any responsibility or freedom of choice which can help

employees in the development of their career (Nadler & Nadler, 1989; Gutteridge, Leibowitz & Shore, 1999). Modern perspectives advocate that profession arranging is more dynamic while dealing with own career whereby workers play a noteworthy part (Inkson & Pringle, 1999; Baruch, 2003). Prior studies define the term career as a link between individual work experience and jobs performed at different sectors (Rosentein, 1992; Arthur, 1994; Collard & Waterman, 1994; Mirvis & Hall, 1996). Organization must be aware of employees' motivation and job satisfaction of employees in respect to their career development.

## **Career Development**

Fieldman & Thomas (2004), defined the term "Career development" as an advancement of activities (exercises) or the continuous procedure to build up one's mission of career in relation to his life achievement. This involves preparing new skills, moving to higher occupation obligation; professional improvement, or beginning one's business. Career development program is an effective way to foster future skilful leaders having experience that will be needed for implementing organizational strategies within the organization. The concept regarding career development has evolved time to time by advancing varied theories in shaping up their careers.

For accomplishing corporate mission companies are required to give training hours to every employee (Wilson, 2000). Employees after knowing their hidden skills will look forward for appropriate position rather than jumping here and there for different opportunities (Moses, 2000). Any career development program will quickly destroy itself if it is not evaluated on regular basis. Career development programs must bring fruitful outcomes for organization and individuals rather than achieving only certain objectives. Therefore, a portion in CDP must be there to evaluate the outcome as well.

## **Employee Motivation**

It is goal directed behavior (Armstrong, 2009). Motivation is a procedure through which individuals are given the energy to keep up high performance by giving rewards, supervision, incentives, etc. As noted by Armstrong (2009), motivation is a basic part of human resource practices. The way people behave in organization, the entire head of department should address issues of employees' motivation by themselves (Price, 2009). Our behavior as human beings is "goal-oriented" (Saari & Judge, 2004). Motivation direct the way employees behave at the workplace (Robbins et.al, 2009). Motivation itself is a great contributor to employee commitment. In future, leaders would be hired on the basis of their capability to (inspire) stimulate the level of organizational motivation (Robbins, et.al, 2010). According to Saari and Judge (2004), rewards are essential for staff securing and retention.

## **Job Satisfaction**

Job satisfaction is the workers feeling of accomplishment and triumph on the job. The productivity and individual wellbeing is directly tied-up with job satisfaction. Job satisfaction recommends doing some work one enjoys performing well and being compensated for one's undertakings. Career development (professional advancement) programs can have a major effect on alleviation of feelings in case of job satisfaction (Moses, 1999). In the environment where workers don't trust the organization thinking about them then employees would also experience considerable difficulties thinking about that organization goals (Garger, 1999). Company investment on people working for them leads to employees' satisfaction which ultimately benefits the company and results in job satisfaction (Wilson, 2000). Researchers have partitioned job satisfaction into two fundamental classes; General satisfaction refers to large and overall fulfilment (satisfaction) and particular satisfaction refers to assessment of different occupational perspectives (Ekeret.al., 2007).

## RESEARCH METHODOLOGY

### Research Design

The study was cross sectional and quantitative in nature. The answers were to be selected from 5 point likert scale. All the questions in the questionnaire were adapted questions from known researchers and its results were then transformed into a meaningful conclusion which was basically our aim. The population of the study is the employees working in Telecom Private Sector in Peshawar. A sample size of about 206 responses at 95% confidence interval is studied from total of 440 known population to get the exact relationship among variables. Simple random sampling technique was used. The sample frame is comprised on employees working in different sections in Telecom Private Sector i.e. Jazz, Ufone, Telenor and Zong operating in Peshawar. Cellular telecom sector was the area of interest under which four main companies were providing services. Primary source of data is used for the study. The data is obtained by adopted questionnaires. As data was collected from employees working in telecom sector so questionnaire was floated among the employees including males and females. The variables of the study were Career Development Programs, Employee's Motivation and Job Satisfaction. Independent variable was selected as Employees' Motivation, and dependent variable was Job Satisfaction and Career Development Programs was used as mediating variable. The collected data was analysed through SPSS software. Statistical tests were applied on the collected data though pre-administered questionnaires from the selected respondents. To know the cause and effect relationship between mentioned variables regression analysis was applied. For finding out the association between the variables, the correlation technique was used. Descriptive and Demographic statistics were obtained from the data, Reliability and ANOVA tests were applied. Hypothesis testing was calculated through Process. Validity is the measurement of the questionnaire that either it measures what it tends to litigate. i.e. whatever responses received, that would prolong over some period of time. Validity was measured through Pearson Correlation & Reliability was measured through Cronbach Alpha. The sample size for the study was based on a formula designed by Krejice and Morgan (1970) by *NEA research bulletin*; National Education Association of the United States research division. Furthermore, the responses of the respondents are measured by Likert's scale. The questions in the questionnaire were adapted from known researchers i.e. Job Satisfaction by Cook, J. D., Hepworth, S.J., Wall, T.D., & Warr, P.B. (1981), Employee Motivation by Deci, E. L., Eghrari, H., Patrick, B. C., & Leone, D. (1994), Career Development by Defillippi & Arthur, (1994) who developed it.

## RESULTS ANALYSIS

### Table 1 Demographic Statistics

Table No: 4.1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	146	70.9	70.9	70.9
	Female	60	29.1	29.1	100.0
	Total	206	100.0	100.0	

The Table 1 showed that from total of 206 respondents, 146 were male whereas 60 respondents were female. The male respondent's ratio was 70.9% and the female ratio was 29.1%. The cumulative percentage for male was 70.9% and for female was 100%.

**Table.2 Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	112	54.4	54.4	54.4
	36-45	51	24.8	24.8	79.1
	46 +	43	20.9	20.9	100.0
	Total	206	100.0	100.0	

The Table 2 showed that from the total of 206 respondents, 112 respondents age was in between 25-35 whose cumulative percentage was 54.4%. Similarly 51 respondents age was in between 36-45 whose cumulative percentage was 79.1% and remaining 43 respondents age was above 46 whose cumulative percentage was 100%.

**Table 3 Organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ufone	55	26.7	26.7	26.7
	Jaaz	75	36.4	36.4	63.1
	Telenor	40	19.4	19.4	82.5
	Zong	36	17.5	17.5	100.0
	Total	206	100.0	100.0	

The table 3 showed that from the total of 206 respondents, 55 respondents belonged to Ufone, whose cumulative percentage was 26.7%. Similarly, 75 respondents belonged to Jaaz, whose cumulative percentage was 63.1%. The respondents belonged to Telenor were 40, whose cumulative percentage was 82.5% and the respondents belonged to Zong were 36, whose cumulative percentage was 100%.

**Table4 Designation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive Level	24	11.7	11.7	11.7
	Managerial Level	62	30.1	30.1	41.7
	CSR	64	31.1	31.1	72.8
	Other	56	27.2	27.2	100.0
	Total	206	100.0	100.0	

The table 4 showed that from the total of 206 respondents, 24 respondents belonged to executive level, whose cumulative percentage was 11.7%, Similarly 62 respondents belonged to managerial level, whose cumulative percentage was 41.7%. The respondents belonged to customer sale representatives were 64, whose cumulative percentage was 72.8 and the respondents belonged to other levels were 56 whose cumulative percentage was 100%.

**Table 5 Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than Year	48	23.3	23.3	23.3
	2-4 Years	68	33.0	33.0	56.3
	5 - 7 years	39	18.9	18.9	75.2
	More than 7 years	51	24.8	24.8	100.0
	Total	206	100.0	100.0	

The table 5 showed that from the total of 206 respondents, 48 respondents had less than 1 year experience, whose cumulative percentage was 23.3%. Similarly, 68 respondents have experience in between 2-4 years, whose cumulative percentage was 56.3. The respondents who had experience in between 5-7 years were 39, whose cumulative percentage was 75.2 and the respondents who had more than 7 years' experience were 51, whose cumulative percentage was 100%.

**Table 6 Income**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-40000	79	38.3	38.3	38.3
	41-60000	52	25.2	25.2	63.6
	61-80000	48	23.3	23.3	86.9
	80 +	27	13.1	13.1	100.0
	Total	206	100.0	100.0	

The table 6 showed different income level of respondents working in organization. From the total of 206 respondents, 79 respondents had income level in between 20,000 to 40,000 rupees, whose cumulative percentage was 38.3%. Similarly 52 respondents had income in between 41,000 to 60,000 rupees, whose cumulative percentage was 63.6%. The respondents who had income in between 61,000 to 80,000 rupees were 48, whose cumulative percentage was 86.9% and rest the respondents who had income level more than 80,000 rupees were 27, whose cumulative percentage was 100%.

## Reliability

**Table 7 Reliability Statistics**

Variable	Cronbach's Alpha	No of Items	Reliability
Career Development	.705	5	Reliable
Employee Motivation	.718	20	Reliable
Job Satisfaction	.716	7	Reliable

The table 7 showed the reliability of the data. According to Cronbach's Alpha rule, if the value is greater than or equal to 0.7, the result should be considered reliable. As all the Variables outcome result is greater than 0.7 so the results were considered reliable. Cronbach's Alpha value for Career Development was 0.705 which item scale i.e. number of questions from respondents in questionnaire were 5.

Cronbach's Alpha value for Employee Motivation was 0.718 which item scale i.e. number of questions from respondents in questionnaire were 20. Cronbach's Alpha value for Job satisfaction was 0.716 which item scale i.e. number of questions from respondents in questionnaire were 7.

## Normality Test

**Table 8 Normality Descriptives**

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Gender	206	.226	.169	.155	.337
Age	206	.180	.169	.114	.337
Org	206	.261	.169	.032	.337
Designation	206	.190	.169	.038	.337
Experience	206	.157	.169	.299	.337
Income	206	.236	.169	.115	.337
JS	206	.166	.169	.156	.337
CD	206	.288	.169	.266	.337
EM	206	.204	.169	.212	.337
Valid N (listwise)	206				

The table 8 showed the normality descriptives. The Skewness and Kurtosis values should be as close to zero as possible. In reality the data are often skewed and kurtotic. A small departure from zero is therefore no problem, as long as the measures are not too large to compare to their standard errors. So as a consequence, we must divide the measure by its standard error. This gives us Z-value, which should be somewhere in between -1.96 and +1.96. As from the table, it is clear that all the values line in between the range and the data was considered normal.

## Factor Analysis

### Kaiser Meyer Olkin (KMO) and Bartlett's Test

Both the KMO and Bartlett's test measure the strength of relationship among the variables. Sampling adequacy is measured by KMO, the acceptable value for KMO test should be or close to 0.5 (50%) in order to proceed. Similarly, Kaiser (1974) categorized values into three numbers. 0.5 value was considered as minimum or barely accepted value, similarly, 0.7-0.8 was considered as acceptable while 0.9 or above value was considered as superb.

Strength of the relationship among variable is indicated by Bartlett's test also. Null hypothesis is tested by Bartlett's test that the correlation matrix is an identity matrix or not. When all the diagonal elements are 1 and off diagonal elements are closed to 0 is identity matrix. In such test, only P-value will be considered, and the rule for P-value is same that is when value is less than 0.05, it will be considered as significant result, so we will reject null hypothesis and will accept alternate hypothesis.

### Communalities

Communalities shows the variance, when its value is more than 0.5 will be considered for further analysis. Values below 0.5 will be removed from further factor analysis.

**Table 9 PCA for Job Satisfaction**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.842
Bartlett's Test of Sphericity	Approx. Chi-Square	288.6
	df	36
	Sig.	.000

**Communalities**

	Initial	Extraction
Satisfaction with work.	1.000	.780
Satisfaction from my supervisor.	1.000	.813
Satisfaction with my job.	1.000	.796
Satisfaction with organization.	1.000	.858
Satisfaction with my pay as compare to my efforts.	1.000	.824
Satisfaction with the my progress to organization	1.000	.954
Satisfaction that promotion will be given in future.	1.000	.954

Extraction Method: Principal Component Analysis.

In table 9, the values indicate that the results are significant and the same values can be considered for further analysis of the data. The KMO value is 0.8 which is greater than 0.5, so it is accepted. Similarly Bartlett's Test of Sphericity P-value is 0.000 which is also highly significant. In communalities, all questions outcome value is greater than 0.5, so all the items will be considered for analysis.

**Table 10 PCA for Career Development**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.866
Bartlett's Test of Sphericity	Approx. Chi-Square	357.698
	df	10
	Sig.	.000

**Communalities**

	Initial	Extraction
Feel bright career with the organization.	1.000	.823
My overall attitude and behavior towards my job is influenced by my career with the organization.	1.000	.822
My career with the company is not looking worthwhile.	1.000	.800
I feel to be getting ahead in the organization.	1.000	.943
Feeling secure in the job?	1.000	.903

Extraction Method: Principal Component Analysis.

In table 10, the values indicate that the results are significant and the same values can be considered for further analysis of the data. The KMO value is 0.866 which is greater than 0.5, so it is accepted. Similarly Bartlett's Test of Sphericity P-value is 0.000 which is also highly significant. In communalities, all questions outcome value is greater than 0.5, so all the items will be considered for analysis.

**Table 11 PCA for Employee Motivation**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.827
Bartlett's Test of Sphericity	Approx. Chi-Square	331.47
	df	190
	Sig.	.000

**Communalities**

	Initial	Extraction
The mission or purpose of my organization give importance to me also.	1.000	.812
The results expected of me are known to me.	1.000	.900
My work is not over loaded on me.	1.000	.814
My interest is sufficient enough by having variety a work.	1.000	.812
An example is set up by my boss to be followed.	1.000	.805
Having the opportunity to do my best.	1.000	.839
Having all the materials and equipment for performing best.	1.000	.793
My boss knows my performance.	1.000	.891
I can easily discuss work problems and concern with my boss.	1.000	.821
At work, I have friends too.	1.000	.786
I am praised for my good work in the last seven days.	1.000	.878
I am kept up to date about what is going on by my boss.	1.000	.906
Having opportunities to innovate and work on my own.	1.000	.816
As a person, I am care by my boss or someone at work.	1.000	.896
I can work in my own style.	1.000	.833
I am remunerated for my work.	1.000	.942
With my team and organization, my working relationships are good.	1.000	.796
My opinions and consultation is considered.	1.000	.875
Opportunities are here for learning and developing.	1.000	.785
About my progress, someone has talked to me in last 6 months.	1.000	.929

Extraction Method: Principal Component Analysis.

In table 11, the values indicate that the results are significant and the same values can be considered for further analysis of the data. The KMO value is 0.82 which is greater than 0.5, so it is accepted. Similarly Bartlett's Test of Sphericity P-value is 0.000 which is also highly significant. In communalities, all questions outcome value is greater than 0.5, so all the items will be considered for analysis.

## Regression Analysis

**Table No: 4.12 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.318 <sup>a</sup>	.101	.097	.209772
2	.556 <sup>b</sup>	.309	.303	1.84332

a. Predictors: (Constant), JSMeans, EMMeans

Table 12 showed the model summary. The R Square value gave some information about the goodness of fit of a model. The value of R for Employee Motivation was 0.318 presenting 31% variation and for Career Development was 0.556 presenting 56% variation in was due to dependent variable. The Model summary showed that R-Square value for Employee Motivation was 0.101 presenting variation showed that 10.1% variation and for Career development was 0.309 presenting 30% variation in the model by the dependent variable which supports the research study.

**Table 13 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	101.172	1	101.172	22.991	.000 <sup>b</sup>
	Residual	897.689	205	4.400		
	Total	998.81	206			
	Regression	309.106	2	154.553	45.486	.000 <sup>c</sup>
	Residual	689.756	204	3.398		
	Total	998.861	206			

a. JSMeans, EMMeans, CDMMeans

The ANOVA table 13 showed that the result was highly significant because the P value 0.000 was less than 0.05, so here we will reject null hypothesis and accept alternate hypothesis. As F-Value is greater than 4 so the result was significant.

**Table 14 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	5.350	1.687		3.175	.002
	EM	.199	.041	.187	3.057	.000
	CD	1.089	.137	.797	7.822	.000
	JS	.435	.071	.021	.365	.000

The table 14 showed the Beta i.e. variation among the means which value for Employee motivation was 0.199 and its P-value was 0.000 i.e. less than 0.05 showed it's highly significance. The mean value for

employee motivation was 0.605 and its P-value was 0.000 showed its highly significance. The mean value for career development was -1.089 and its p-value was 0.000 showed its highly significance.

## Correlation

**Table 15 Correlations**

		Job Satisfaction	Career Development	Employee Motivation
Job Satisfaction	Pearson Correlation	1	.601**	.318**
	Sig. (2-tailed)		.004	.000
	N	206	206	206
Career Development	Pearson Correlation	.601**	1	.819**
	Sig. (2-tailed)	.004		.000
	N	206	206	206
Employee Motivation	Pearson Correlation	.318**	.819**	1
	Sig. (2-tailed)	.000	.000	
	N	206	206	206

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 15 showed the correlation, the hypothesis 1 was related to the job satisfaction which value was positive and had a significant relationship with the career development having correlation of .601\*\*, sig. 0.000 which supports our hypothesis. The hypothesis 2 was related to employee motivation which value was positive and had a significant relationship with the career development having correlation of .318\*\*, sig. 0.000 which supports our hypothesis.

## Mediation Analysis

For testing hypothesis, mediation test was applied through process. As we have a lot of independent variables, so process did not allow us to run all at one time, so we did it stepwise.

**Table 16a Model Summary**

R	R-sq	MSE	F	df1	df2	p
.82	.67	.86	414.75	1.00	204.00	.00

**Table 16b Model**

Model	coeff	se	t	p
Constant	-5.83	.75	-7.82	.00
CD	0.37	.02	20.37	.00
EM	.61	.06	9.54	.00

**Table 16c Direct effect of X on Y**

Effect	SE	t	p
.61	.06	9.54	.00

**Table No 4.16d Indirect effect of X on Y**

	Effect	Boot SE	BootLLCI	BootULCI
CD	.41	.06	-.52	-.30

*Model: 4; Dependent Variable: Job Satisfaction; Independent Variable: Employee Motivation; Mediating Variable: Career Development; Sample Size: 205*

The table 16a and 16b showed the outcome of our hypothesis. Employee motivation was our independent variable in step 2. The model summary showed R value, R-square value, F value and P-value. The R Square value gave some information about the goodness of fit of a model. The value of R was 0.82 presenting 82% variation was due to dependent variable. The Model summary showed that R-Square value 0.67 presenting variation showed that 67% variation in the model by the dependent variable which supports the research study. The P-value 0.00 i.e. less than 0.05 showed that the results are highly significant and it supports the hypothesis. Similarly, table 16c and 16d showed the direct and indirect effect of X on Y. It was observed that there is effect of dependent variable on independent variable and mediation has its own effect of the relationship. So here we will reject null hypothesis and accept the alternate hypothesis i.e. career development has significant relationship with employee motivation in telecom sector.

## **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

The study revealed that there was a significant relationship between career development and other variables i.e. employee's motivation and job satisfaction. It was found that the career development as a mediating variable helped to explain the relationship among the variables. The impact of career development played a major role in strengthening of relationship. The impact of employee's motivation level increases due to career development programs. It was found that career development programs mediate the relationship between job satisfaction and motivation. The impact of career development played a major role in strengthening of relationship. The impact of employee's motivation level increases due to career development programs.

The study demonstrated a reasonable connection between training and employment fulfillment i.e. job satisfaction. At the point when employees are given importance by their employers and certain trainings are provided, they joyfully enjoy in their occupation. They are not just given the instrument to carry out their occupations well, yet they are additionally offered chances to grow new abilities and accomplish career objectives for a better career. Companies that invest in their employees, result in higher employee retention, motivation, commitment and job satisfaction. Despite the fact that there are different elements that are important to work fulfillment (job satisfaction) and numerous reasons that employees may leave organizations, still career development projects can even now have a beneficial outcome in contributing to employees' motivation.

The information in the study can be used in many different ways by a variety of organizations. The key point is that organizations must put the most extreme value on the HR and ought to build up a culture and practices that demonstrate that sort of working environment where employees feel happy to work. The public will get beneficial from the study by having knowledge about career development program importance in organizations. Many companies can use the findings of the studies for decision making in fund raising. The study can also be used by other sectors, i.e., Hospitals, NGO's, Banks, etc for further research. For further studies, the same mediating variable can be linked with other variables like turnover rate, workforce, organizational environment etc can be considered. As this study is limited to telecom sector working in Peshawar, so similar context can be studied in other parts of the region for knowing its impact at that working place.

## References

- Armstrong M (2009). *Armstrong's Handbook of Human Resource Management Practice*. 11<sup>th</sup>ed.
- Arthur, M. B., Inkson, K., & Pringle, J.K. (1999). *The New Careers: Individual Action and Economic Change*. London: Sage Publications.
- Baruch, Yehuda, and Denise M. Rousseau (2019). "Integrating psychological contracts and ecosystems in career studies and management." *Academy of Management Annals*, 13, no. 1: 84-111.
- Eker, M., Anbar, A., Kırbıyık L., & Haider, N. (2007). Job Satisfaction of Academicians in Turkey and the Factors Affecting Job Satisfaction. *The Journal of Industrial Relations and Human Resources*, 9(4), 66–90.
- Fieldman, D.C., & Thomas, D.C. (2004). Career management issues facing expatriates. *Journal of International Business*, 23(2), 271-293.
- Garger, E. M. (1999). Goodbye training, hello learning. *Workforce* 78 (11), 35 – 42
- Ko, W. H. (2012). The relationships among professional competence, job satisfaction and career development confidence for chefs in Taiwan. *International Journal of Hospitality Management* 31,1004– 1011.
- Lips-Wiersma, M., & Hall, D. T. (2007). Organizational career development is not dead: A case study on managing the new career during organizational change. *Journal of Organizational Behavior*, 28, 771-792.
- Moses, B. (2000). Give people belief in the future: *In these cynical times, HR must assure employees that faith and work can coexist*. *Workforce*, 79 (6), 134-139.
- Nadler, L., & Nadler, Z. (1989). *Developing Human Resources*, 3rd Ed. San Francisco: Jossey-Bass.
- Patton, W. & McMahon M. (2006). The systems theory framework of career development and counseling: *International journal for the advancement of counseling* 28(2)153-156
- Price, (2009). *Human Resource Management in a Business Context*. 3rd ed. London: Thomson
- Robbins, S. P., & Coulter, M. (2009). *Management (10<sup>th</sup> Edition) Pearson International Edition*: Prentice Hall.
- Saari, L. M., & Judge, T. a. (2004). Employee Attitudes and Job Satisfaction. *Human Resource Management*, 43(4), 395–407.
- Vondracek, Fred W., Richard M. Lerner, and John E. Schulenberg (2019). *Career development: A life-span developmental approach*. Routledge.
- Werther, W., & Davis, K. (2002), *Personnel management and human resources*. New York: McGraw-Hill.
- Wilson, C. (2000). More companies recognize the impact of learning centers. St. Louis Post-Dispatch, C8.