



Factors Affecting Career Success of Employees in the Insurance Sector of Pakistan

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Abstract

Present article focuses on the key factors having influence on career success of employees in the insurance sector of Pakistan. We proposed an evolving process of career success and career commitment of working employees of insurance sector of Pakistan. It is found that career development practices like promotional opportunity, rewards, job security and training play vital role to build career commitment and career success of working employees of insurance sector.

Keywords: Career commitment, Career success, Promotional Opportunity, Job security, Reward, Training and Self-Efficacy.

INTRODUCTION

A firm has been found very easy to measure the gains and losses of the firm through multiple financial tools but it rarely seen or discussed that what organization is doing for its employees or not by with the organization or with their career ([1], [2], [3]). In the 21st century, career success is treated as the fundamental thought of human resource management in this competitive business world [4].

Human resource are the real asset of any company because it is they who bring about the heights of success and failure of company [5]. The employee is the organization' success and failure depends upon the passion, commitment, love to work to their career, employee is key factor in the career success and career commitment.

According to ([6]) in the last 10 years 90 studies have been in the US, Germany, France, Switzerland, Japan and particularly European countries on productivity measurement of insurance sector but not on the individuals (employees) of the companies. Insurance sector is considered to be the long term business in European countries. According to ([7], [8]) in European countries, there is significant, positive and strong relationship between insurance sector and economic growth. Internationally insurance sector is contributing almost 30 percent annually. It also shows the relationship between insurance companies and economic development that how insurance sector of world is growing too fast as compared to under developing countries like Pakistan. In developing countries that are 80 percent population of world, still remain low in generating the insurance premium [9].

Insurance industry is relatively a small sector in Pakistan. In spite of the fact that the insurance sector had been established since in inception of Pakistan, yet still it is a neglected sector in Pakistan [10]. Pakistan's insurance sector is using the conventional and long-established approaches, while developed countries are enjoying the benefits from insurance system [11]

There are almost 35 insurance companies working in Pakistan and there are only 8933 employees working in all over the Pakistan. Among these 35 companies, 29 of them are non-life insurance companies while 6 are life insurance companies [12].

It has been reported that there is huge number of unemployed people in Pakistan and yet the insurance sector has not been able to attract the attention of that huge number of unemployed personal. Quite a reasons can be posed for this poor performance of insurance sector and some of them are people are not inclined towards insurance sector because of having no education, religious factor that insurance is considered prohibited, less understanding and lack of trust on the insurance personnel's and companies ([13], [14]).

Because of this opposite nature of the public and private sector, the career orientations and the attachment with the career of the employees is markedly different and almost opposite by all means [15]. The thinking, mindset, behavior and energy associated to the work changes drastically when they are in private sector and they have to toil hard for the success in their career. These views and values lead toward career success.

The employees' career improvement becomes a cause of improvement in the working of the employees also, and this helps not only the company but also in the development of professional career [16]. According to [17] the employees of the insurance companies need to be motivated incessantly to achieve higher levels of outcome that are needed not only for the insurance company, but also for the career of the employee. The emphasis is given regarding performance and productivity that career success and performance are closely interlinked and depend upon each other [18].

By providing the facilities and opportunities to employee to grow and develop in insurance sector will enhance and create a positive relationship between employee development and insurance sector development [19]. The importance that is given to career and success varies from person to person.

Career success deals with the proportional value of work and career within an individual's whole life. One of the major factors that play its role in making career successful is the culture and culture is a blend of different attributes which may be values, beliefs and norms and it is shared among the individuals.

A question of career success, career commitment or career opportunities is answerless without the mutual interaction between employees and organization [20]. Employees want to find a path and explore career in insurance sector. Job security rewards, training and development programs can manage the employee's career and it ensures the success factor in career [21]. Promotional opportunity and reward system are the indicator of career success. According to [22], employee's career development factors are the assets of the organizations and these factors which are promotional opportunities, rewards, job security and training are considered to be the foundation of employee's career success. Supporting career developments needs will ensure career success in any organization but particularly in insurance sector [23].

The hard working, loyal and sincere employees can be easily guaranteed and anticipate for their job security, training, promotion, rewards, higher wages, career success and development and hence have no issues of being driven away by the employer [24]. When employee and employer will think in same direction, the goals will become easier to be achieved [16].

It is important to recognize the causes of insurance sector that why it is still stays on its sluggish pace of growth. For under developing countries such as Pakistan only minor cluster of studies examined the profitability of insurance companies but no one discussed that why people are reluctant to join insurance companies as a career because people join it as a part time not professionally [25].

This research study suggests that organizational and legislative rewards, opportunities for career development, managerial support, and promotion are important and key career development practices that are always necessary and also expresses the fundamental organizational thinking in having long term relationship for benefit of the employment. This study is going to focus on the point that career development practices (CDP) are going to play a huge part in improving employee career commitment and they will feel satisfied with their work and they will no longer look away to search for more attractive and appealing career and because this will suffice for them for the rest of their life and they would feel satisfied and contented.

The study is significant from both the aspects, practically as well theoretically and will focus on both simultaneously. As regards its significance in theoretical sense, it is going to add more literature to the employee career success and career development matters by providing empirical evidence in relation to link between career development practices, career success and career commitment.

In this research, the variables used are promotional opportunity, rewards, job security, training as independent variables and called it career development practices. Career commitment and self-efficacy are also used as independent variables while career success as dependent variable. Career development approach has been defined as the way for individuals to become empowered and ensure individual responsibility for managing their own careers.

LITERATURE REVIEW

In the existing literature, most of the studies focused on job-related factors such as job security, career views, fairness and work issues ([22], [26], [27]) as predictors influencing employee career satisfaction. In the context to Pakistan, studies conducted on insurance sector but, specially none of these studies focused on career commitment and career success.

Insurance sector is one of the highly neglected sectors as compared to the other sectors of the Pakistan [28]. Insurance sector will not accomplish fast economic and social development unless the employees have required skills, attitude and goals to join it as career [29]. In Pakistan the insurance sector has not been able to meet the standards and goals because it is also challenged by a number of dares, one of which is the employees and lack of skills and poor salary. This has prohibited the growth of Pakistan insurance industry. Insurance companies retain employees. Employees that have high levels of job fulfilment are more committed to their careers , through training and development and job security [30]. The skills development, training and career development opportunities are interrelated factors [31]. On the other hand, [14] strongly recommended that study should be conducted on employees career success in insurance companies in Pakistan.

In attempt to explain this situation many researchers ([32], [33], [34] among many others) confirms that the career commitment will affect the organizational performance. However, lower level of career commitment will affect the career success ([35], [36]). There are few reasons such as,

- Low level promotional opportunities will effect career commitment.
- No reward system will also affect the career commitment.
- Job security also effect on the career success.
- No employee development like training also effects the career commitment and career success.

One of the latest study [31] recommended that insurance companies should design and implement career development programs such as training programs, promotion plans, rewards and job security for employees to be committed to their careers and get success into the insurance sector. On the other hand [37] stressed on the point that employee play key role in breaking or making of an organization. Both insurance and banking sector are considered as financial and service sectors but still insurance sector is the ignored by government, policies and religious views.

Few well known have been published on one of the objectives of this research is to examine the factor and their result of enhancing knowledge of career success. In controlling and enhancing the performance, debating on various success factors of career, career development practices are not only working but also developing as a key factor which is also providing the important inputs to making decisions on increasing salary, imparting training and giving promotions .

It is growing demand to understand what level of career success do the employees of insurance sector have or possess. There are many studies that basically focus on things like job satisfaction, development of career and so on but there is hardly any study that may focus on career success.

According to [38] are of the opinion that insurance industry of Pakistan is neglected if we compare it other regional upcoming economies but at the same time it definitely has vast potential in it to grow into a huge and big industry. Growth in real premium in 2010 was 11% in emerging economies, world average was 2.7 % while in Pakistan it had been 2.6% [12]. So the real aim and purpose of this study is to assess the impact of CDP on the success of career and the commitment with the career of the employees.

It has been found that negative thinking of service industry especially of insurance employment works as sabotage, subvert the career commitment in these sectors was the major findings of many studies of individual's career thinking and work attitude [30]. As regards Pakistan, the insurance industry has never been able to find dedicated and well educated professional because insurance sector and insurance related jobs are not considered a good career.

Success

Success has been defined as a function of past accomplishments and self-development.

Career Success

This term career success basically is the combination of two words, career that means course of action and success thereby means achieving the intended goals and ambitions. The career

success is distinguished as being composed of “inherent and external” factors that are based on the works which shows person’s career practices as optimistic outcome [39].

Career success, the definition of career success spins together the principal themes of job, work, time and hierarchical structure, reflecting an individual’s occupation, which connote to an individual’s career success in his or her life [15].

Concept of Career Commitment

The term career commitment has been important due to its strong connection with work and individuals [40]. Career commitment has been defined as a participant’s inclination to sustain a relationship, further feeling psychologically connected to it and described by the personal career development, attachment and involvement to those goals. The attitude of individual towards his profession and career involves the development of personal goals and an identification and participation in defined goals, such that one is willing to employ effort in support of their career.

The career commitment is based on the career development of personal career goals that are set by the individual and his involvement in achieving those goals [41]. Career commitment is recognized as commitment to work that individuals have on a career surface.

Relationship between Career Commitment and Career Success

The relationship between career commitment and career success has received significant attention in different studies. The results of research suggest that career success has a bearing on career commitment. Most of the research that has been conducted on career success examines the process of growing in one's career commitment e.g., career self-management [42]. Career success summarizes that need satisfaction at a number of levels suggesting that career development would be positively related to effective career commitment and it will lead to greater success. Those employees whose career success goals are difficult to achieve will automatically have lower career commitment. So it can easily be said that career success is positively associated with persistence career commitment. A relationship leads to the employee feeling greater compatibility with the organization leading to higher commitment to their career that ultimately brings career success. Individual’s career commitment had always a closer relationship with career success.

Promotional Opportunities

Therefore, promotion is defined and explained as any increase in hierarchical level in organization and job responsibilities or job scope in an individual’s career as a success indicator because it is the ultimate goal for which an individual strives for during his career [43]. Promotion most of the times means and indicates an upward movement in an organizational hierarchy and it is perceived as a sign of success in career of the individual. In simple words the number of promotions an individual receives can be viewed and regarded as a standard of his or her effectiveness.

Relationship between Promotional Opportunities and Career Commitment

The levels of career commitment of an individual can be observed by the promotions that he or she receives as an employee or by the opportunities that are offered to him or her during the whole career. Career development opportunity, promotion equity, training and opportunity for promotion have independently been shown to affect employees’ commitment to their careers and the success that he or she has attained.

Relationship between Promotional Opportunities and Career Success

According to [44] two points of contention over career success systems: the subjects of efficiency and exploitation. As far as efficiency is concerned, some researchers point to certain aspects of career success systems such as promotion ladders, internal training, employment security, and other practices that lead to the reliance on an internal service system like insurance sector and overall competitive financial and service market to conclude that career success which was the aim of the employee [45].

Normally when insurance sector comes to mind, it is considered and defined as the one that is not offering a career hierarchy and probabilities for promotion [46]. External success elements in terms of number of promotions and other career development practices lead towards career success which strengthens employee view of achievement and success using measures promotions and different promotional opportunities that are offered to him in this system [27].

Rewards

Rewards always work as instigator to work harder than before to reach the top of the pyramid of success. Scholarly literature on rewards and career identifies two separate but interrelated reasons that why work or organization should include reward systems for employees. First, scholars are of the opinion that rewards can strengthen outcomes by motivating individuals to pursue challenging tasks or goals that they otherwise would be less interested in or attempt less diligently if the reward system is not there. Second, many scholars treat certain work rewards as providing a valuable form of performance as feedback. Overall, many scholars consider some reward mechanisms to be vital components to efficient working because the reward works as a catalyst.

Relationship between Rewards and Career Commitment

The individuals who experience career by working on job that are related to their career goals, and allowing them to learn and grow professionally will have good level of career commitment. And same is true for those who perceive that the organization is willing to reward them for their efforts, will also have higher levels of career commitment.

Another thing that has been assumed by the literature is the basic psychological needs of the individuals that are fulfilled and intrinsically motivate to pursue activities that satisfy their basic psychological needs. Individuals are said to be naturally motivated to take up a task or activity when they find the activity itself to be pleasurable, encouraging and committed.

Relationship between Rewards and Career Success

Career success is a positive outcome because of its association with increased career commitment and rewards that are offered by the insurance sector, as well as higher career recognition. Thus, the expansion to the definition of career success is to the attainment of high-status and prestigious rewards in career lead towards career success that is always desired and dreamed by the employees. While awarding reward satisfies psychological needs of the employee, the presence of rewards influences learning complex concepts. The people who have reward incentives in their work they performed better than the people that did not have reward incentives in their work. This is also one of the factors that play role in career success.

Employees are always willing to take both kinds of rewards i.e. financial as well as nonfinancial rewards. Some employees are interested in financial rewards and other are interested in nonfinancial rewards by cashing on any opportunity that arises in the form of an important

tasks and projects and want to get commitment and success in their careers [47]. By being rewarded like this the employees feel that they are being appreciated and given worth by the employers and also feel that the organization is seriously involved in employee's career success and development. So the rewards contribute to improve the development level of success factor of workers and entices them for doing more.

Job Security

Job security has been perceived by theorist as a state of mind in which employee sees his long term job stability in future times and peaceful feelings that one can go on without the fear of losing the job. As regard the job security, this is of extreme importance for the employees in intuitive factor that are satisfaction and intentions to stay with a company on permanent basis [48].

This is very much close to human nature that job security is an important factor for employee career satisfaction and intentions to stay with an organization and boost organizational stability and continuance of ones job as one knows it for longer period of time. As regard the result of having sense of job security, it works as best catalyst that increases performance that ultimately leads to success.

Job security is defined as "to include those features of the job situation which lead to assurance for continued employment, either within the same company or within the same type of work or profession" [49].

Relationship between Job Security and Career Commitment

It is very much clear that the fear of losing job or having a sense of insecurity about job is positively correlated and connected with career commitment and career success in dynamic work environments of today's world. [50] says that stress is created when people experience threat or actually lose their valuable resources. The things that we call resources are those objects (car, house), conditions (job security), personal characteristics, money, knowledge, favors owed that are given importance and highly valued by the individual or that serve as means of obtaining that which is valued by the individual and losing them can create stress in them by any means' [51].

Relationship between Job Security and Career Success

Different conceptual outlooks on the importance and nature of job security have been described by [52]. One of such views is Herzberg's of job security as an "extrinsic hygiene factor" in the organization considered along with other factors such as salary and working circumstances as working elements. This view considers job security from both objective and subjective perspective that work as perceptual level tied to personal career needs, career satisfactions, career commitment and career success [53].

The elements including job security would positively influence to sense of career success in the minds of the employees [54]. It is obvious that job security is directly connected to career success [55]. Employees need mental satisfaction to perform better and to show their performances and the feeling of job security is one of such element that provides this satisfaction [56].

The theorists like ([57], [58]) are of the opinion that prescribed job security assurances are important to minimize the employee uncertainties that their involvement in the organizations and careers will lead to their own layoffs. Employees are connected to their work, tenure of

career success depicts that when success is achieved, they become physically and mentally more agile and emotionally more charged to their work [59]. When employees are committed to their organizations, they act and think totally for the success of the organization because ultimately it is their own success [60].

Training

Training is the most important ingredient of success [61]. It has been supported by many theoretical and empirical studies that human asset is the most critical organizational asset because it provides the core element of sustainable competitive advantages more than anything else that was not thought so in the past [62]. So when employee is considered to be asset to the organization, his training is at the temperament of new management practice in any organization.

Outcomes of training might be beneficial for the jobs of the employees and also for career and personal development perspectives and this will also be beneficial for the organizations [63]. The expectations of employees from organizational training can be focused on job, determined career or that ultimately works for his personal success and development as well [64]. Career training benefits will likely assist him in the development of skills for a future job and pleasure of career success ([65], [66]). Employees' positive feelings in relation to participation in training should be beneficial to the individuals, their careers, job market and also for the organization or any combination of these ([67], [68]).

Relationship between Training and Career Commitment

The participation of employees in different training and development activities in order to learn new job skills, extend existing skills, and grow their careers has always been considered vital [69]. It means that they must actively pursue training and development opportunities to be successful in their career. Since, training activities like on job training, providing guidance, coaching and counseling can contribute organization to generate a group of competent, motivated and dedicated employees that are able to boost and sustain career competencies in the insurance sector [70]. Therefore, training should always be planned to help employees keep putting up positive contributions in the form of good performance by gaining knowledge, skills and abilities which make them committed to their careers and finally lead to career success.

Relationship between Training and Career Success

Appropriate training and training strategies will ensure and guide that it would be most effective in the attainment of career success and satisfaction [17]. Beyond providing traditional training and development activities, organizations will have to dedicate fewer resources to uplifting the careers of less successful employees also [71].

It is pointed out and recognized that training and development is an important ingredient in ensuring their longer-term career prospects and association with the organization ([61], [72]). It has been indicated by [73] that employees' sense of success is subjective by the observation that their organization is putting an effort for them to offer effective training programs that always casts positive effects on the employees of the organization. Training as a practice in the non-financial service organization have its effect on employees' career success ([74], [75]). Training to their employees is likely performed better than those organizations that do not follow these patterns.

Self Efficacy

Many studies have been documented that self-efficacy influences the features of the goals that are chosen. Goals may thus be viewed as both causes and effects of self-efficacy. Similarly, self-efficacy beliefs are strong foreteller of salary, status [39], and work involvement. Research on the combined effects of goal importance and self-efficacy beliefs are more difficult to find. The concept of self-efficacy is, "one of the most theoretically and practically useful concepts that has been formulated in modern psychology". Self-efficacy indicates to a person's belief in his/her ability to successfully complete a behavior or set of behaviors. The relationship between career decision-making self-efficacy and career commitment may be found higher among women than in men [76]. Individuals who have high self-efficacy for a given task would set higher personal goals to achieve and "conceptualize success scenarios that provide positive guides for performance" of the task than those who have lower self-efficacy.

Self-Efficacy Beliefs

Self-efficacy beliefs are measured as how certain you are that you will achieve the goal that you set for yourself or those one that are regarded as long-term career goal. To make higher scores reflect higher beliefs, this item was reverse-coded. The beliefs about their capabilities are the key factors that play their role in the life events. The excessive engagement in the sense of efforts put in and consistency exerted upon it basically decides that one is capable of achieving a task successfully. Self-efficacy is considered as an important forerunner to career self-management because people are likely to use career self-managing behavior to a greater extent when they feel competent to do so. Although self-efficacy beliefs can be regarded as personality characteristics, they normally indicate a specific, task-and-context, state-like construct.

UNDERPINNING THEORIES OF THE STUDY

Social Cognitive Theory

The concept of social cognitive theory was given by [77] which based on the characteristics of reasoning, behavior, personal and environmental factors. Social cognitive theory strengthens employee to get control on his life and manage its future directions. This theory strongly recommends and support for the development of people and also supports the organization as well.

Employee's belief called self-efficacy lead individual towards success in career in any field particularly in insurance sector which is the most neglected sector [61].

Social Cognitive Career Theory (SCCT)

Social cognitive career theory represents a broad speculative structure for understanding career, career interest, career formation, career aspirations, career choice, career behaviours, career performance, career attainments and career commitment and career success of individuals working in any organization whether it is service or non-service organizations. This theory shows the relationship between the cognitive factors related to employee and career development. This theory shows the relations between person and its career factors. SCCT helps to develop interest in career, to make choices in the career, particularly in the neglected fields like insurance sector of Pakistan [78].

SCCT is used to explore the relationship between career development practices like promotion, job security and its impact on interest, commitment in career and success factors which are expected by the employees working in insurance sector of Pakistan. Skills and abilities that develop in employees by training enhance the belief of employee commitment to their career and increase the pleasure of success.

THEORETICAL FRAMEWORK

From the literature review, the research framework and gaps identified in the previous studies in the line of social cognitive theory and social cognitive career theory is presented in Figure 1. This section outlines the relevant hypotheses concerning the relationship between career development practices such as (promotional opportunities, rewards, job security and training), career commitment and career success of employees working in insurance sector of Pakistan. Finally, the sections that follow are devoted to describe statistical techniques, measurement variables, research design, sampling procedure, questionnaire design and validation, data collection and data analysis procedures.

This research framework was designed to portray the variables integrated in this study trace their relationship to detect their influences on career success in insurance sector of Pakistan. This model shows the direct relationship between CDP (promotional opportunities, rewards, job security and training), career commitment and career success.

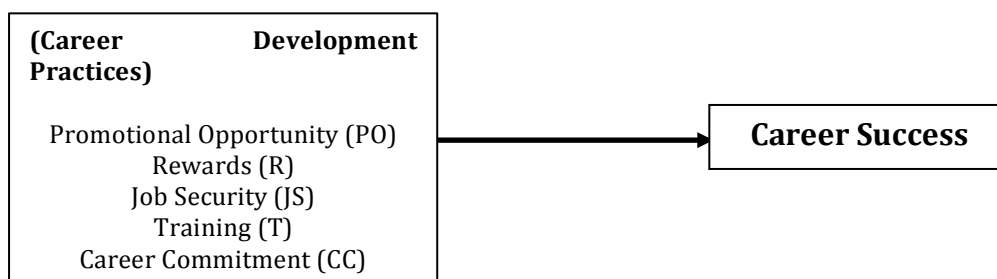


Figure 3.1: Theoretical framework of employees Career Development Practices and Career Success

Promotional opportunity and commitment have a positive and emotional relationship with employees, to work, committed to their career and stay in the organizations like insurance sector. In employee’s world, promotional opportunity is the real progress in the hierarchical frame to get promoted and feel successful in their career. This hierarchical structure creates the real career success by promotional opportunity in the insurance sector which is the developing and neglected service sector of Pakistan.

Table 3.1: Summary of Measurement of the Variables Used in the Study

VARIABLES	DEFINITIONS	SOURCES
Career Success	Career success is defined as the positive psychological and career related contributions or achievements of employees of insurance sector of Pakistan one as a result of their career experiences.	([79], [80])
Career Commitment	The concept of career commitment defines that someone recognizes values and engage in same career of his or her profession. This refers to the current employees working in the insurance sector of Pakistan.	([81], [32])
Promotional Opportunity	A promotional opportunity is defined as an arrangement structural position with a higher pay range and upper grade than is currently held by the employee of insurance sector.	([82], [83])
Rewards	Rewards based on belief state on the salary scale and periodic or annual pay raises, benefits which include intrinsic and extrinsic elements of employees working in insurance sector.	([84], [85])
Job Security	Job security as the perceived stability, continuance and security in the current job.	([86], [87])
Training	Training creates an interface between employee and career commitment. employees working in the insurance sector of Pakistan need a planned action to bring about permanent changes in employee skills, attitudes, and behaviors”	([88], [89])
Self Efficacy	Individuals’ beliefs and a personal judgment to execute the course of actions successfully perform occupational tasks and get particular career success in insurance sector of Pakistan.	([90], [91])

Research Design

This study design is correlational in nature since the primary objective is to assess the degree of influence of above stated variables in the insurance service sector. Moreover, the present study is carried out cross-sectionally, where all study variables are measured at the same point of time.

Unit of Analysis

The unit of analysis (to whom the data will be collected) of this study will be the individuals. The employees working in the insurance sector of Pakistan in Punjab, Sindh and Khyber Pakhtunkhwa (KPK), Pakistan will be selected through simple random sampling for data collection.

Population and Sampling Procedure

The population for this study consists of all the employees in the insurance sector in Pakistan. According to the [12], there are nearly 9,000 employees in this sector. We propose to use simple random sampling for our study. For this purpose, the sampling frame will be consisted of all the employees of the insurance companies in Pakistan relevant companies. The employees working in the insurance sector of Punjab, Sindh, KPK Pakistan will be the target population for this study. While, Punjab, Sindh and KPK are selected as the population of this study. Pakistan has four provinces mentioned in the following details:

Table 3.2: Details of Four provinces in Pakistan.

Province	Percentage of Total Population in Pakistan	Capital City
Punjab	53.7	Lahore
KPK	12.9	Peshawar
Baluchistan	4.8	Quetta
Sindh	22.2	Karachi

Sources: Ministry of economic affairs and statistics of Pakistan (2014).

According to [12], the total number of insurance companies in Pakistan is 35 and out of them 29 is non-life insurance companies and 6 are life insurance companies.

Data Collection Procedure

The data have been collected using self-administered questionnaires. The respondents have been selected by using stratified sampling as stated earlier. The questionnaires have been distributed among the randomly selected employees.

Six hundred and fifty (650) questionnaires were distributed across three provinces in Pakistan namely: Punjab, Sindh and Khyber Pakhtunkhwa (KPK). However, as mentioned in Table 4.1, a total of 386 questionnaires were finally retained for analysis from the total 650 that were collected back from the respondents which were working employees of insurance sector from three provinces of Pakistan. The returned and useable questionnaires are 374 from the final retained questionnaires. The retrieved questionnaires represents overall 59.38% response rate. The usable response rate is 57.54%. Out of 650 questionnaires, 350 were distributed in Punjab, 200 in Sindh and 100 in KPK. The retained questionnaires were 182, 143 and 61 from Punjab, Sindh and KPK provinces. From the three provinces, the usable questionnaires from Punjab were 179, 138 from Sindh and 57 from KPK. The response rate was 59.38%, therefore, efforts were made to increase the response rate by reminding respondents through phone calls, SMS and personal visits. Demographic characteristics of the data were obtained through

descriptive statistics in order to explain the composition of respondents who were the employees of insurance sector.

Measurement Variables

For the present study, the variables to be measured are Career Success, Career Commitment, Promotional Opportunity, Rewards, Job Security, Training and Self-Efficacy. In the current study, a distinction is made between intrinsic and extrinsic career success. Intrinsic career success can be compared with subjective career success and is based on the person's own appreciation of his or her career actualization. Extrinsic career success relates to external appreciation (salary and occupational status).

Career Development Practices

Career Development Practices is focused upon classifying the need and exploring the level of career commitment of employees and its relationship with the career success of an insurance sector. It is a step by step process of career development towards career success. To measure the career development practices and its impact on career, a total of 47 items were used, which were adopted from ([92], [93], [94], among many others. A self-administered questionnaire, based of 5-point Likert scale that ranged from "1" as "strongly agree" to "5" as "strongly disagree" was employed to measure all items. Its score was compute to determine the level of career development practices.

DATA ANALYSIS

In this Section, correlation and regression analysis are performed to check the impact of career development practices on career success. Independent sample t-test is conducted to get the difference between early and late response. Similarly, response of managers and SMEs are also compared for variable of the study.

Table 4.1: Response rate of the Questionnaire

Response	Punjab	Sindh	KPK	Overall
No. of distributed questionnaire	350	200	100	650
Returned questionnaires	182	143	61	386
Returned and usable questionnaires	179	138	57	374
Returned and excluded questionnaires	3	5	4	12
Questionnaires not returned	168	57	39	264
Response rate (%)	52.00	71.50	61.00	59.38
Usable response rate	51.14	69.00	57.00	57.54

Reliability Test

The internal consistency of each construct is measures from Cronbach's alpha realibility test. The reliability test using SPSS 22, In the table 4.2: showed that reliability from 0.71 to 0.94 all the latent variables except job security. This is in line with the criterion that a Cronbach's alpha coefficient of 0.60 is considered an average reliability, while a coefficient of 0.70 or higher indicates that the instrument has a high reliability standard.

Table 4.2 Reliability Test

Constructs	No. of Items	Cronbach's Alpha
Career success	5	0.792
Career commitment	6	0.706
Promotional opportunity	6	0.835
Rewards	7	0.788
Job security	5	0.599
Training	10	0.832
Self-efficacy	8	0.849
Overall	47	0.936

Sample Characteristics

With all variables used in research, respondents were also asked to indicate the number of aspects related to job description, individual characteristics, education and gender of the employees working in the insurance sector of Pakistan. The following are the results of the features of the respondents.

Firstly, respondents were asked to indicate their job designation or status in the insurance company in which they are working as employee. Job designation and job position make it confirm that respondents are permanent employees of the firm. Respondents were asked to mention their job designation by writing the name of their position in the questionnaires. This option indicates that in the insurance sector of Pakistan, most of the employees are working as managers and sales & marketing executive's positions. In which most of the employees are working on sales & marketing executive positions.

The descriptive analysis revealed that 31.3% employees are working as managers in different insurance companies and 68.7% employees are working as sales & marketing executive in insurance sector of Pakistan. This analysis also indicates that most of the employees are related to sales and marketing job in the insurance sector. It also shows that it is the backbone of this service sector.

This descriptive analysis of respondent's demography also shows the ratio of males and females working in the insurance companies. Respondents were also asked to mention their gender in the questionnaires. This option indicates the working ratio of males and females in insurance sector of Pakistan. This analysis revealed that 81.3% males and only 18.7% females are working in the insurance sector of Pakistan.

In the primary data collection respondents were asked about their qualification in the questionnaires. This descriptive analysis revealed the education level of employees having different ratios. Only 3.5% of employees have completed matric or below in education, 9.6% have completed intermediate. 32.6% employees are graduate and 51.1% have completed their master level. This analysis also shows that 3.2% employees in insurance sector have completed higher education which is above than master level.

Table 4.3 : Summary of Respondents' Demography

Items	Frequency	Percentage
Job Designation		
Manager	117	31.3
SME	257	68.7
Gender		
Males	304	81.3
Females	70	18.7
Education		
Matric or below	13	3.5
Intermediate	36	9.6
Graduate	122	32.6
Master or above	191	51.1
Others	12	3.2

Non-response Bias Test

The non-response bias problem occurs in surveys if the answers of respondents differ in meaningful ways from those respondents who did not answer. Non-response error refers to the inability to get required information from the respondents. Non-response error may arise

due to the difficulty in contacting the respondents or refusal from respondent to take part in the survey, are possible reasons for not responding.

The real problem of non-response errors is gained from responses to the questions, and the information provided by respondents being different from those respondent who refused to respond the question(s). Therefore, for non-response bias, results will not permit one to say how the total sample responded. Consequently, non-response bias affects the generalization of the sample to the population under study. Therefore, in a research related to survey such as this one, it is important to assess this type of error before performing the main analysis.

Firstly, in order to deal with the problem of non-response bias in this study, the sample size was increased to 50%, follow-up through phone calls, SMS and personal visits, while some gifts and consultation were also offered as motivation. In addition, despite the high response rate in this study, the potential difference between respondents who responded first and those who responded late were compared using the variables under this study. Therefore, test of response bias was performed by classifying the respondents into two different groups, based on early and late respondents.

Two-sample independent sample t-tests were then performed for all variables, including the dependent, independent, mediating and moderating variables to discover if there is any bias among these groups. Levene's test for equality of variance was conducted to know whether the variances among the early and late group respondents differ or not. Additionally, based on Levine's test, the two-tailed equality of means t-test was conducted to get the exact p-value associated with the hypotheses, to take into account about a decision on whether or not there is a significant difference between the two groups.

Table 4.4: Group Descriptive Statistics for Early and Late Response

Variables	Response	N	Mean	SD	SE	Skewness	Kurtosis
Career Success (CS)	Early	203	3.86	0.7468	0.052	-0.693	0.992
	Late	171	3.90	0.6444	0.049		
Career Commitment (CC)	Early	203	3.57	0.7027	0.049	-0.175	-0.227
	Late	171	3.62	0.6686	0.051		
Promotion Opportunity (PO)	Early	203	3.71	0.7823	0.055	-0.677	0.495
	Late	171	3.67	0.7938	0.061		
Reward (R)	Early	203	3.60	0.6876	0.048	-0.209	-0.295
	Late	171	3.62	0.7378	0.056		
Job Security (JS)	Early	203	4.01	0.5217	0.037	-0.178	-0.368
	Late	171	3.98	0.5450	0.042		
Training (T)	Early	203	3.85	0.6090	0.043	-0.152	0.042
	Late	171	3.84	0.6020	0.046		
Self-Efficacy (SE)	Early	203	4.10	0.5563	0.039	-0.557	0.713
	Late	171	4.16	0.5621	0.043		

Table 4.4 reveals that the group mean and standard deviation for early response and late response are not very different. The results are based on scores of career success (CS), career commitment (CC), promotional opportunity (PO), Reward (R), job security (JS), training (T) and self-efficacy (SE). When we see the results reported in Table 4.4 and 4.5, it is found that

there is no significant difference between the early response and late response for all the measures, stated above.

With respect to CS, the mean and standard deviation of early respondents (M=3.86, SD=0.74) reported no significant difference than the late respondents (M=3.90, SD=0.49). For CC, the mean and standard deviation of early respondents (M=3.57, SD=0.70) reported no significant difference than the late respondents (M=3.63, SD=0.67). For score of PO, the mean and standard deviation of early respondent (M=3.71, SD=0.78) reported no significant difference than the late respondents (M=3.67, SD=0.79). Furthermore, with respect to R, the mean and standard deviation of early respondent (M=3.6, SD=0.68) reported to significant difference than the late respondents (M=3.62, SD=0.74). The mean and standard deviation of early respondents with respect to JS (M=4.01, SD=0.52) reported to significant difference than the late respondents (M=3.98, SD=0.55). For score of T, the mean and standard deviation of early respondents (M=3.85, SD=0.61) reported no significant difference than the late respondents (M=3.84, SD=0.60), similarly, with respect to SE the mean and standard deviation of early respondent (M=4.10, SD=0.15) reported no significant difference than the late respondents (M=4.16, SD=0.56).

Table 4.5: Two Sample Test (Levene's Test for Equality of Variances and t-test for Equality of Means)

		Levene's Test for Equality of Variances		Two-sample t-test					
		F	p-value	t	df	p-value	Mean difference	SE	95%CI
CS	Equal variances assumed	3.781	0.053	0.520	372	0.603	-.037	.073	[-0.18, 0.10]
	Equal variances not assumed			0.527	371.778	0.599	-.037	.072	[-0.17, 0.10]
CC	Equal variances assumed	0.008	0.928	0.762	372	0.447	-.054	.071	[-0.19, 0.08]
	Equal variances not assumed			0.765	366.495	0.445	-.054	.071	[-0.19, 0.08]
PO	Equal variances assumed	0.099	0.753	-0.479	372	0.632	.039	.082	[-0.12, 0.19]
	Equal variances not assumed			-0.478	359.460	0.633	.039	.082	[-0.12, 0.20]
R	Equal variances assumed	0.898	0.344	0.268	372	0.789	-.019	.073	[-0.16, 0.13]
	Equal variances not assumed			0.266	351.426	0.790	-.019	.074	[-0.16, 0.13]
JS	Equal variances assumed	0.390	0.533	-0.541	372	0.589	.029	.055	[-0.07, 0.14]
	Equal variances not assumed			-0.539	355.503	0.590	.029	.055	[-0.08, 0.14]
T	Equal variances assumed	0.001	0.971	-0.095	372	0.925	.005	.063	[-0.12, 0.13]
	Equal variances not assumed			-0.095	362.639	0.925	.005	.063	[-0.12, 0.13]
SE	Equal variances assumed	0.100	0.751	1.053	372	0.293	-.061	.058	[-0.18, 0.05]
	Equal variances not assumed			1.052	360.014	0.294	-.061	.058	[-0.19, 0.05]

However, Levene's test of equality of variances indicates that the variances are not equal across the respondents of early and late group, the two-tailed test of equal variances not assumed is found to be non-significant (t=1.87, p<0.05). Therefore, the alternate hypothesis is rejected. Taking into account the results from independent two samples t-test, it can be established that there is no significant differences between the groups of early and the late respondents, therefore, there is no issue of non-response bias.

Common Method Bias Test

Since the data on the exogenous and endogenous variables were gathered at the same time using the same instrument/questionnaire, common methods bias could distort the data collected. Therefore, considering the potential problem caused by common method bias in behavioral studies, current study conducted a test to confirm that there is no variance in observed scores and correlations among variables are not inflated because of the methods effect. Common method bias refers to the variance attributable solely to the procedure of measurement as compared to the actual variables the measures represent.

There are many controversies on the degree of seriousness of common method bias on data. It is therefore an important consideration in this study. There are several procedures and statistical techniques to deal with common method variance. These procedure and statistical techniques include wording questions in reverse, clarity of questions/ items, confidentiality of the respondents and statistical Harman's one-factor test. The un-rotated factor analysis with forty-seven items of all the variables under this study revealed that there is no single factor that account for more than 50% of the variance. The results from factor analysis produced 12 distinct factors and only 27.075% of the total variance was reported by a single factor, and indicate that the absence of common method bias in this study, while these 12 factors account for 62.693% of the variance.

Initial Data Examination, Screening and Preparation

Screening, editing and preparation of initial data are considered as essential steps before any further multivariate analysis. Therefore data screening should be conducted to identify any potential violation about the basic assumptions related to the application of multivariate techniques. In addition, examination of data enables the researcher to gain a deeper understanding of the data collected. Therefore, missing data, outliers, normality and existence multicollinearity are checked and treated accordingly.

Analysis of Missing Data

Considering the negative effects of missing data in the analysis, the researcher called for protective action at the data collection point in an attempt to reduce the occurrence of missing observations. Upon receipt of the completed questionnaires, the researcher ensured that all of the questions asked were answered appropriately. Attention of the respondents was drawn if any question(s) was/were ignored and they were asked to kindly complete filling the questionnaire correctly. The missing values in data should be replaced by mean value when there are less than 5% missing observation per item/question. In this study, missing value analysis indicated that none of the indicators had 5% of missing values; it ranged from 0.7% to 1.8%. Hence, missing values were replaced through SPSS v23 using mean replacement.

Analysis of Outliers

An outlier is a data point that is far from observing other observations. Outliers may be due to some variation in the measurement of observation and can also perhaps indicate an experimental error. Outliers can occur in any random distribution, however often they indicate either of measurement error or that the population suffers hard-tail distribution. Investigating outliers is an important step because skipping initial examination of outliers in dataset can distort statistical tests if outlier is problematic. In particular, it distorts statistics and may lead to finding that do not generalize to certain samples except one with the same type of outliers.

In this study, Mahalanobis D2 measure was utilized to identify and deal with multivariate outliers. Additionally, treating multivariate outliers will take care of univariate outliers, however, treating univariate outliers will not necessarily take care of multivariate outliers. Hence, Mahalanobis D2 was computed using linear regression analysis in SPSS, followed by the calculation of the Chi-square value. Given that 47 items were used, 36 represent the degree of freedom in the Chi-square table with $p < 0.001$, so the critical value is 90.45. Therefore, any case with a Mahalanobis D2 value equal 90.45 or above is a multivariate outlier and should be removed. Hence, all the cases with a value of 90.45 or above were removed from further analysis.

Normality Test

The normal distribution of the data was evaluated, after examination of outliers, because the normal distribution is considered as a key assumption for conducting statistical analysis and performing linear regression model.

Normality refers to the shape of the distribution of data for an individual metric variable and its correspondence to the normal distribution of the benchmark for statistical methods. To check the normality, i.e., assessing possible departure from normality and the shape of the distributions, Statistical Skewness and Kurtosis were applied to the variables of this study. The deviation/ departure from normality of Skewness and Kurtosis often do not make a substantive difference in the analysis when the sample size is more than 200.

The value of Skewness should be less than 2 and similarly value of Kurtosis should be less than 7. Similarly, the absolute value of Skewness greater than 3 and Kurtosis value greater than 10 may indicate a problem; and values above 20 may indicate a more serious problem. Based on these recommendation, the absolute values of the Skewness and Kurtosis of all the items in this study (see Table 4.4) are within the acceptable range of < 2 and < 7 , respectively.

Multicollinearity

Multicollinearity refers to the degree of relationship between two or more explanatory variables, whereas the independent variables demonstrate little correlation with other independent variables. The problem of multicollinearity occurs when the independent variables becomes highly correlated with each other. Therefore, when two or more regressors/ variables are highly correlated with each other, then, it means these regressors contain redundant or unnecessary information. Therefore, not all of the variable are needed in the same analysis as they will increase the error term and will make regression coefficient non-significant with wider confidence interval. Further, the standard error of regression coefficients increases when multicollinearity (strength of relationship) between variables becomes high enough; so the statistical significance of these regression coefficients becomes less reliable. The most widely used statistical test for detection of multicollinearity is examination of Tolerance and Variance Inflation Factor (VIF) with the thresholds of more than 0.1 and less than 10 respectively. In this study, multicollinearity was tested first by examining correlation matrix among regressors and secondly, by Tolerance and VIF level for the regressors.

The correlation matrix of the regressors was examined to find out if there is any indication of high degree of correlations among these variables. Multicollinearity considered to exists when correlation among explanatory variables is 0.9 or higher. A correlation value above 0.7 can be considered as threshold for indication of multicollinearity among regressors. The result showed that none of these regressors is highly correlated with any other regressor. Table 4.6 shows that the correlation values among regressors are all well below the threshold of 0.7 or higher. It is therefore, can be concluded that there is no problem of high correlation (multicollinearity) among the variables.

Table 4.7: VIF and TOL values

Variable	Tolerance	VIF
CC	0.561	1.783
PO	0.481	2.079
R	0.573	1.745
JS	0.651	1.536
T	0.416	2.405
SE	0.630	1.587

Table 4.6: Correlations among the Exogenous Variables

Variables	Experience in years	CS	CC	PO	R	JS	T	SE
Experience in years	1							
CS	0.060	1						
CC	0.074	0.400**	1					
PO	0.024	0.416**	0.531**	1				
R	0.213**	0.343**	0.539**	0.542**	1			
JS	0.101	0.368**	0.488**	0.447**	0.429**	1		
T	0-.013	0.409**	0.551**	0.678**	0.559**	0.507**	1	
SE	0.085	0.450**	0.453**	0.457**	0.449**	0.442**	0.555**	1

Secondly, multicollinearity was also tested through examination of the Tolerance and VIF values from the output of regression results produced by the SPSS collinearity diagnostics built-in procedure. As recommended, this is the most widely used, important and reliable test for indication of multicollinearity. From Table 4.7, the Tolerance values of regressors ranges between 0.481 and 0.651 substantially greater than 0.1 and VIF values ranges from 1.587 and 2.405 which is considerably less than 10. The values of Tolerance below 0.10 and VIF values above 10 indicate existence of high collinearity among regressors, therefore, results in Table 4.8 given below shows that multicollinearity does not exist in this study.

Table 4.8: Independent Sample t-Tests

Variables	Designation	N	M	SD	SE	T	df	Sig.
CS Career Success	Manager	117	19.71	3.472	.321	1.10	372	0.269
	SME	257	19.28	3.520	.220			
CC Career Commitment	Manager	117	21.95	3.954	.366	1.269	372	.205
	SME	257	21.37	4.191	.261			
PO Promotion Opportunity	Manager	117	22.82	4.833	.447	1.808	372	.071
	SME	257	21.87	4.648	.289			
R Reward	Manager	117	26.58	4.924	.455	3.574	372	.000
	SME	257	24.63	4.881	.304			
JS Job Security	Manager	117	20.21	2.608	.241	1.125	372	.261
	SME	257	19.87	2.682	.167			
T Training	Manager	117	39.01	5.541	.512	1.236	372	.217
	SME	257	38.18	6.262	.391			
SE Self-Efficacy	Manager	117	32.62	4.637	.429	-1.185	372	.237
	SME	257	33.21	4.392	.274			

In Table 4.5, the result of Levene’s test based on career success (CS), career commitment (CC), promotional opportunity (PO), Reward (R), job security (JS), training (T) and self-efficacy (SE) shows that the variance between the manger and sales & marketing executives (SME) based on their designations. In Table 4.8, the two-tailed t-test indicates that there is no significant difference among group of early respondents and late respondents based on this study variable.

With respect to career success (CS), the mean and standard deviation of manager level respondents reported no significant difference (M=19.71, SD=3.472) and sales & marketing

executives (SME) respondents reported ($M=19.28$, $SD=3.52$). In addition, the result indicates that there is no significant difference between manager and sales & marketing executives (SME) responses ($t=1.10$, $p < 0.269$). Therefore, the null hypothesis of equality of means is accepted. Similarly, the result for career commitment (CC) indicates that the mean and standard deviation of manager level respondents ($M=21.95$, $SD=3.954$) and sales & marketing executives (SME) respondents ($M=21.37$, $SD=4.191$) reported has no significant differences. In addition, the two-tailed independent sample t-test result indicates that there is no significant difference between manager and sales & marketing executives (SME) responses ($t=1.26$, $p<0.205$). Thus, null hypothesis of equality of means is accepted.

Further, results from independent two samples t-test based on to promotional opportunity (PO), the mean and standard deviation of manager level respondents reported no significant difference ($M=22.82$, $SD=4.832$) and sales & marketing executives (SME) respondents reported ($M=21.87$, $SD=4.64$). In addition, the result from two tailed t-test indicates that there is no significant difference among manager and sales & marketing executives (SME) responses ($t=1.80$, $p < .071$). Hence, the null hypothesis is accepted. The result with respect to reward (R) indicates that, the mean and standard deviation of manager level respondents reported statistical significant difference ($M=26.58$, $SD=4.924$) and sales & marketing executives (SME) respondents reported ($M=24.63$, $SD=4.88$). In addition, the result from two sample independent sample t-test indicates that there is statistically significant differences between manager and sales & marketing executives (SME) responses ($t=3.57$, $p < 0.000$). Hence, the null hypothesis of equality of means is rejected.

In the same way, based on job security (JS), the independent two samples t-test indicate that response to the mean and standard deviation of manager level respondents reported no significant difference ($M=20.21$, $SD=2.608$) and sales & marketing executives (SME) respondents reported ($M=19.87$, $SD=2.68$). In addition, the result indicates that there is no significant difference between manager and sales & marketing executives (SME) responses ($t=1.12$, $p < 0.261$). As a result, the null hypothesis is accepted. In addition, for training (T), the mean and standard deviation of manager level respondents reported no significant difference ($M=39.01$, $SD=5.54$) and sales & marketing executives (SME) respondents reported ($M=38.18$, $SD=6.262$). In addition, the result indicates that there is no statistical significant differences between manager and sales & marketing executives (SME) responses ($t=1.23$, $p < 0.217$). Consequently, the null hypothesis of equality of means is accepted.

Finally, based on self-efficacy (SE), the mean and standard deviation of manager level respondents reported no significant difference ($M=32.62$, $SD=4.637$) and sales & marketing executives (SME) respondents reported ($M=33.21$, $SD=4.392$). In addition, the result from two sample t-test indicates that there is no significant difference between manager and sales & marketing executives (SME) responses ($t=-1.185$, $p < 0.237$).

Table 4.9 shows that the explained variation due to regressors in response variable (career success) is about 28.5%. From the response of insurance employees, the impact of career commitment ($\beta=0.107$), promotion opportunity ($\beta=0.120$), job security ($\beta=0.133$) and self-efficacy ($\beta=0.195$) is positive and statistically significant. The reward, Training, Age and employees experience in years has non-significant impact on career success.

CONCLUSION

We proposed an evolving process of career success and career commitment of working employees of insurance sector of Pakistan. Up till now, we have raised several important issues

to consider career development practices of working employees of insurance sector of Pakistan. It has been discussed the major factors and variables which are important and have a positive impact and relation on the employees' career development practices career commitment and career success. The results and outcomes indicate a matter that career is a major function for employees but we have tried to explore that career development practices like promotional opportunity, rewards, job security and training to build career commitment and career success of working employees of insurance sector.

There are two major distinction in it. First these career development practices have a positive impact on career success. Second is the self-efficacy function. It's the belief of employees about insurance sector. Its results are different because of the religious concepts and misunderstandings about the insurance sector.

It will be truly very helpful for the employees of insurance sector, first focus on their career by giving them career development opportunities to develop their career and career skills. Career development practices help them to be committed with their career in insurance sector and it will lead towards career success. On the second step help employees to build their belief and change their mind about the insurance sector to work in it as career development.

For real benefits and for potential employees and for the growth of insurance sector of Pakistan it is very important to implement career development practices, career commitment and career success of employees.

Table 4.9: Impact of Career development practices, Self-efficacy and career commitment on career success

Regressors	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	4.470	1.527		2.927	0.004
Career Commitment	0.107	0.050	0.126	2.138	0.033**
Promotion Oppurtunity	0.120	0.048	0.161	2.519	0.012**
Reward	0.006	0.043	0.009	0.147	0.883
Job Security	0.133	0.073	0.101	1.834	0.067*
Training	0.021	0.040	0.037	0.527	0.599
Self Efficacy	0.195	0.044	0.248	4.436	0.000***
Age	-0.006	0.027	-0.016	-0.227	0.821
Experience in years	0.012	0.033	0.026	0.359	0.720

R² = 0.534, Adj-R² = 0.285, F (8, 365) = 18.204

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