

Career Selection Behavior: Individual Perceptions and Counseling Effectiveness for Career Roles

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ABSTRACT

The study intends to measure the significance of the relationship between counseling and career success. Career success been measured through career outcome and taken as endogenous variable while individual, value & recognition, counseling and organization were taken as exogenous variables. Sample included 173 professionals from service industry i.e. faculty of academic institutes and executive level personnel of different organizations. Questionnaire technique was used for data collection. For accurate measurement of factors used in the study model Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) being applied. The conclusion of this study indicated that counseling have a greater impact on building a person's confidence about his talents and deriving value system for professional life. Results also indicated that if mis-match exists between capabilities and professional roles then loyalty, commitment and performance can be declined. This indicates that individuals are not performing according to their interests and there may be some career problem exists. This problem can be diagnosed through counseling system and alignments of individual goals with organizational goals should be applied. Thus organizations should recognize importance of counseling phenomena and consider the career development needs of employees as it creates synergic impact on organizational performance.

KEY WORDS: counseling, career behavior, career development, organizational development, career success, career engagement, human resource management.

INTRODUCTION

Career counseling can be really useful for giving people a general idea about their strengths at and helps to explore career opportunities, choose the right job, investigate potential measures and occupations etc. Theory and research on achievement and motivation for particular career advancement states that individuals must constantly evaluate themselves through procedural and performance tasks, self-efficacy and attributions for success and failure. Roles of parents and peers in supporting interests, choices, and the pursuit of goals during study period increasingly inform the career engagement or disengagement behavior (Arbona, 2000; Hartung, Porfeli & Vondracek, 2005). It is likely that individuals who have low level of self-awareness and adaptability would be hindered while facing the newer or rather unexpected events and would be de-motivated when it would come to investing in their own career (Hall, 2004; Hall & Chandler, 2005).

In addition, it is advocated by the protean career theory which describes that a protean careerist creates and maintains a psychological contract with himself rather than involving any counselor or organization. They assume ultimate responsibility for their own career and self-direct their career by analyzing environment and their set of skills (Bridgstock, 2007). The term protean came from the name of Greek god Proteus who could change shape at will.

Career evaluation gets to complex when individuals are not in the right place and gets frustrating about their professional life. With wide improvements in the educational fields there are many opportunities from which individuals have to select a specific field according to their interests. In order to have a clear and simple idea of career counseling it would be wise to start from the basics, a simple definition of the career counseling would refer to it as a services that is devised or crafted to assist and help the people of any age, in any situation of life, to make educational and occupational choices (Sultana & Watts, 2008).

This study will focus on the impact of counseling on career selection which affects the career of individual. This research will show that how a desired career according to individual expertise enhances his devotion and commitment which helps organization to achieve efficient performance. Given the importance of career-related factors in explaining students' career choices and the later evaluations of their employment relationship, this research addresses the extent to which career related factors affect individuals as well as organization.

Research Problem

Main problem for deciding career deals with level of awareness concerning with latest improvements in many aspects of life. Research conducted in the northern areas of Pakistan, analyzed many gaps in counseling procedures. Problems included lack of awareness, scarcity of resources and student career inspirations (Khan, Murtaza & Shafa, 2012). Rural class blindly follows the instructions from an educated person in their area and imposes them which may be opposite to child's interests and might lead them to career frustration stage. Tadić (2005) mentioned research area in his Thesis to question and investigate the relationship between success in career and personal satisfaction. So with this research, counseling is focused that whether it have impact on person's career or not and how it contributes for career success.

Individual's career selection behavior can be improved through counseling to achieve a satisfied career?

Research Objectives

- To find the relation between counseling and career success.
- To identify factors that enables an individual to consider his career as a career success.
- To help organization to redesign their HRD strategies.

The purpose of this study is to integrate research on counseling importance for professional careers. Research proved that individuals who feel greater psychological empowerment with respect to their careers are more satisfied with their career progress.

Significance of the study

Previous studies were based on data collection and evaluation of senior executives who had enough experience in their field. As research done by Seibert, Kraimer & Liden (2001) which included employees who had graduated 15 years ago on average and were doing jobs in that period. Another study in which sample included major portion of executives and managers that had 10-20 years of experiences in their job career (Campion, Cheraskin & Stevens, 1994). The focus of this research is to analyze individuals who are at their early level of career. This research will help organization in recruitment process, helps to identify the individuals which will be beneficial for organization in the long run. This is also supported by the study of Campion et al (1994) who recommended that age is a strong factor in measuring one's success and commitment to organization.

This study is significant because this will help organizations to recruit employees which are fit for that organizational job design and can give their best output to organization. It is important to find earlier rather than an employee do their jobs for 10-15 years and after that he faces a stage of career frustration. This will be very difficult stage for organization because with that much experience of employee, organization cannot just fire them. So this study is significant that by doing this assessment of career level, organizations can successfully evaluate their employees. This study will also help colleges and schools to counsel their students which may help them to develop their career in a specific way rather than changing their mindset when they see a particular field booming.

LITERATURE REVIEW

Maslow American professor of psychology (1908- 1970) defines Self-actualization as "What a man can be, he must be". Self-actualization is a psychology term which means man's tendency to actualize him-self or to achieve one's full potential. Counseling takes care of various aspects like personal insight, support and helps in building high motivational level by understanding the individualistic wants. It ensures that every individual sets up some goals that derives his inner satisfaction and do his best output in achieving them (Gati, Nadav, Shiloh, 2006).

There is no argument that counseling is an important task that encircles a wide range of contribution that demands very focused and specialized training. More specifically, the term counseling describes the relationship between a person which is a trained counselor and another person seeking assistance, the customer. The relationship between adviser and advised is an alliance, participation and mutual cooperation (Mara & Mara, 2010). It is highly expected that counseling leads to have influence on the career competences, self-awareness, skills and adaptability to newer technologies. Self-awareness is a vital process, allowing employee to have a good as well as clear look at capabilities and weaknesses, values and source of inspiration (Fugate & Ashforth, 2003).

The benefits of career counseling are immense other than bringing your career in right track, helping you to maintain a balance between professional and personal life, understanding your own strength and keeping your vision and values ahead of anything else (Simone & Harris, 1998). The application of one's talents at work measures the involvement of individual in a job. Six indicators of career engagement: time, talent, energy, effort, attitude, and aspiration. These six aspects provide a powerful way of assessing a person's engagement in work. This is proved by researches that individuals feel greater psychological involvement and empowerment to work with respect to their career satisfaction and are happy with their career progress (Seibert, Kraimer and Liden, 2001).

Career success is an outcome of a person's career experiences. Career success may be defined as the achievements by which one gets personal and work-related satisfaction at any point in a person's work experiences over time (Arthur, Khapova, & Wilderom, 2005). Most people are concerned that how much of their talents are applied at work. People may apply less talent because their jobs do not invite or require more. Others may consciously choose to apply themselves in a limited way. People who are not invited to use their talents may feel under recognized or undervalued. People who choose not to apply their talents are often bored, angry, lazy, distracted, or lacking the spark to become engaged in their work (Sturges, Conway, Guest & Liefooghe, 2005).

Individual Career Selection Behavior

Prior research has contributed much for development of career success models, using variables such as demographics, work-family, motivational approaches and industry variables (Seibert et al., 2001). As far as the career path is concerned it holds a very pivotal and important position for a student to determine the future plans as carefully and objectively as possible. The result of this decision might make or break the stream of events that are fruitful for the whole life for it bears the core value of what a student wants to achieve or become in his or her life and how they would like to direct their life's work (Borchert, 2002). This decision holds much concentration than any other goal of your life and one must be very clear before entering into professional life.

An individual motivation is dependent on his life goals that drive attitudes towards a specific field which have more value for him arousing personal meaning and identity to work. It is based on many characteristics such as family, geographical location and social value system that affects career choices. In this scenario, seeking career counseling from a trained and qualified counselor can help students to discover their true potential (Gati, Landman, Davidovitch, Peretz, & Gadassi, 2010). Career counseling, usually based on three factors: personality, interest and aptitude.

Another portion of the population who can greatly benefit from career counseling services is college and high school students. These students tend to be young and may not have decided which careers they are interested. This is why these counselors have always been associated with colleges and high schools (Borchert, 2002). A particular future cannot be opted by individual if there are no beliefs to excel in that field and full performance will always be an issue. Attitudes towards a particular career merely depend on student's propensities as well as given environment (Bong, 2004). A career perspective suggests that people seek the power to develop their careers on their own terms.

Human capacities are infinite and can never be measured, nor are we to judge of what one can do. Every person is born with unique characteristics, own some strengths and weaknesses. The key is to identify these unique qualities. Perhaps through career counseling we can exploit these qualities and address our grave issues and concerns facing our young generation today (Verbruggen & Sels, 2007). We can boost their morale and confidence, giving them new directions which will be beneficial for the whole society.

Self-efficacy is a personal judgment of one's insight abilities and interest about a specific career to pursue for a life time. Self-efficacy beliefs about career are directly linked with motivation level and can result in engagement with that career or avoidance from that career depending upon the level of interest (Betz & Taylor, 2001). Dawes, Horan and Hackett (2000) also found this phenomenon that lower self-efficacy beliefs about career restrict career exploration and development.

Measurement of self-efficacy must be in academic setting where this practice is dependent on academic tasks and through examination system (Zajacova, Lynch & Espenshade, 2005). Nasta (2007) worked on self-Efficacy beliefs that how these beliefs effects individual perceptions about career and how selected field derives confidence in individual. Especially the self-efficacy strongly depends on practical job experiences in which individuals are provided with a practical work environment. So these sources can include:

- a) Past performance and practices which are successful.
- b) Learning experiences from role models by observing.
- c) Words of praise and encouragement for one's abilities.

Career selection and self-efficacy belief are relevant with this statement as supported by Lane, Jones, & Stevens (2002) that successful past experiences derives high self-efficacy while poor performance leads to low self-efficacy.

Value & Recognition

All societies have their own value systems according to their culture. Development of culture leads to develop the improved concept of value leading to higher levels of value. Social changes also leads to develop different value systems that's why people are paying more attention to the concept of value as they begin to distinguish and compare different concepts of value to decide which can be accepted or rejected in society (Yuan & Dong, 2006). This value system derives individual to achieve success in career. Success considered that self-managing individuals tend to actively as well as more clearly crave for their desired career outcome that ultimately contributes in a great amount to their feeling of success and sense of achievement (Arthur et al 2005).

To be performed in a proper manner, job demands a certain set of abilities and specialization. As stated before that each person possesses different personal attributes and traits, hence a job's requirement may or may not match the skills of the employee so it is the duty and task of the manager to put a person with right capabilities and skills where they are needed the most, in other words right person for the right job at the right place (Tadić, 2005).

Seibert, Crant & Kraimer (1999) presented results of their hypothesis leading to an inference that proactive individuals tend to select; what to do, build and have a say in work situations that contributes the probability of their career success. In this scenario, career self-management possess long range and long term effects, achieving higher level of satisfaction. Michaelson (2008) describes work as a prime importance in life and its meaningfulness is a pre requisite for social contribution which makes professional life more successful.

Prior research also showed importance of career counseling and its role in developing self-efficacy beliefs and widening career fields (Taveira & Moreno, 2003). This practice is more important for counselors because they know well about self-efficacy beliefs and their impact on career exploration for effective career growth (Taveira & Moreno, 2003).

In a study conducted by Dam (2004) where he looked for those employees who experience organizational career support and inferred that they tend to take more career initiatives in accordance with their own personality which is related to career awareness. In this regard recent researches unearthed that organizational career management fosters employees' career awareness (Kidd, Jackson & Hirsch, 2003) that ultimately impacts the career awareness in a very positive manner, enabling individuals to take further career initiatives (Anakwe, Hall & Schor, 2000).

Counseling Models and Previous Literature

A brief overview of previous studies on career behavior is shown below justifying the variables defined for current study. Different scholar worked on career success behavior in many dimensions relative to the personality and social environment.

Sturges (1999)^f

- | | |
|----------------------------|--|
| 1. External career success | financial rewards ⁷ ; hierarchical level ² ; advancement ² |
| 2. Internal career success | influence ⁹ ; recognition ⁷ ; competence ¹ ; personal achievement ³ ; enjoyment ⁶ ; integrity ⁹ ; balance ⁶ ; receiving feedback ⁸ ; responsibility ⁹ |

Nabi (2001)^b

- | | |
|--------------------------|---|
| 1. Extrinsic job success | equitable pay, fair income ⁷ ; responsibility ⁹ ; promotional opportunities ² |
| 2. Intrinsic job success | job happiness ⁶ ; management support ⁸ ; likable work ⁶ ; likable colleagues ⁸ ; good performance evaluations ¹ ; supervisor confidence ⁸ |

Dyke and Murphy (2006)^c

- | | |
|---------------------|---|
| 1. Balance | happiness ⁶ ; personal fulfilment ⁶ ; content with life's direction ⁶ ; freedom ⁶ |
| 2. Relationships | stable relationship with partner and children ⁶ ; community ⁹ ; contribution ⁹ ; respect ⁸ ; support ⁸ ; team achievements ⁸ ; recognition, status ⁷ |
| 3. Recognition | being good at a challenging job ¹ ; being recognized as competent ⁷ ; acceptance by clients ⁸ ; recognition, acknowledgement ⁷ |
| 4. Material success | good salary ⁷ ; being able to live good ⁵ ; no financial burdens ⁵ |

Lee et al. (2006)^f

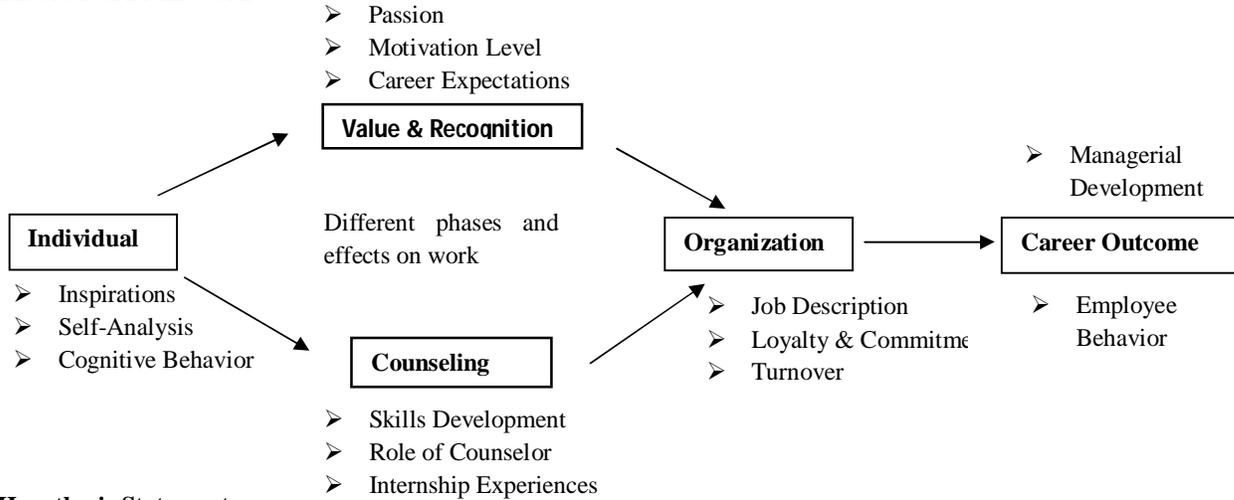
- | | |
|------------------------------|---|
| 1. Organization-based themes | peer respect ⁸ ; upward mobility ² ; appreciation/recognition ⁷ |
| 2. Personal themes | having a life outside work ⁶ ; learning, growing and being challenged ³ ; fun and enjoyment/doing interesting work ⁶ |
| 3. Interlinked themes | performing well ¹ ; having an impact/making a contribution ⁹ |

Hennequin (2007)^c

- | | |
|---------------------------------|---|
| 1. Material career success | monetary rewards ⁷ ; fringe benefits; hierarchical position ² ; number of promotions ² |
| 2. Psychological career success | career satisfaction ⁶ ; job success ¹ ; inter-personal success ⁸ ; life balance ⁶ |
| 3. Social career success | social status ⁷ ; recognition ⁷ ; reputation ⁷ |

All the variables discussed in this study are relevant with the literature which widely covered success factors (Lyness & Thompson, 2000), personality (Seibert & Kraimer, 2001), education, mentoring relationships (Peluchette & Jeanquart, 2000), and career tactics (Judge & Bretz, 1994).

Theoretical Framework



Hypothesis Statements

- H1: Individual interest has positive impact on deriving value for job.
- H2: Individual career behavior is positively affected by counseling.
- H3: Counseling at organization has positive relation with aligning individual goals.
- H4: Value of job has positive relation in improving organizational performance.
- H5: Organizational performance is positively related with career outcome of individual.

Research Design

For achieving the research objectives, study designs and methods were developed that are related to research issues with many dimensions to achieve better understanding. Based on the empirical study, data is collected through questionnaire. As discussed in literature and career success models, study included the following variables:

Exogenous Variables

- Individual:** Inspirations, self-analysis, cognitive behavior.
- Organization:** Job description, performance, loyalty & commitment, turnover.
- Counseling Stage:** Skills development, career expectations, internship experiences.
- Value & Recognition:** Passion, motivation level, career expectations.

Endogenous Variable

- Career Outcome:** Employee behavior, managerial development.

Sampling

Depending on the complex nature of variables, sample targeted service industry in Islamabad, Rawalpindi, Wah and Attock region. Respondents included faculties of academic institute and executive level employees of organizations. So after careful investigations it was decided that sample would focus on the services industry as they can better evaluate their career. Faculties are targeted because they are extensively involved with student and consistently guiding them. Faculties are targeted because they are involved in counseling procedures at academic institutes and know student behavior for career selection. Same sample has been targeted by Hufton, Elliott & Illushin, (2002). Professionals from organizations are targeted because sample for this study must include professionals. Executive and managerial class employees are included in this category. This sample selection is relevant with the study of Arthur, Khapova, Wilderom, 2005: Champion, Cheraskin & Stevens, 1994: Heslin, 2005: Kirk, 2008).

Sample included 173 professionals, having minimum 16 years of formal education. Organizations included in this study are from private sector while faculties included colleges and universities of government, semi government and private sectors. The target population included the permanent and long term employees of organizations as they can give better opinion about organizational career development efforts.

Data Collection Tools

Questionnaire technique was used to collect data from targeted population. Questionnaire included structured questions which are dichotomous as well as multiple levels i-e four to five levels. Questionnaire tool was carefully developed by considering the hypotheses of study. This study uses 47 items of career behavior

adopted from Crepeau, Crook and McMurtrey, (1992), Jiang and Klein. (2000), Greenhaus, Parasuraman and Wormley, (1990), Igarria and Siegel, (1993), Nasta (2007), Eder, Couzin-Wood, Harrison, Scrimshaw, (2012).

Analysis Methods

Structural equation modeling (SEM) and confirmatory factor analysis (CFA) techniques are used for data analysis. Career success literature widely uses SEM approach for measuring the variables impact on career. Menguc and Bhutan (2004) measured career success and job satisfaction using the same approach. A study on protean career theory which was discussed earlier in literature also applied the SEM methods to measure career behavior (Vos & Soens (2008). For SEM, sample requirement is above 200 but studies are conducted with less sample size as Kline (2005) applied SEM with 169 sample size.

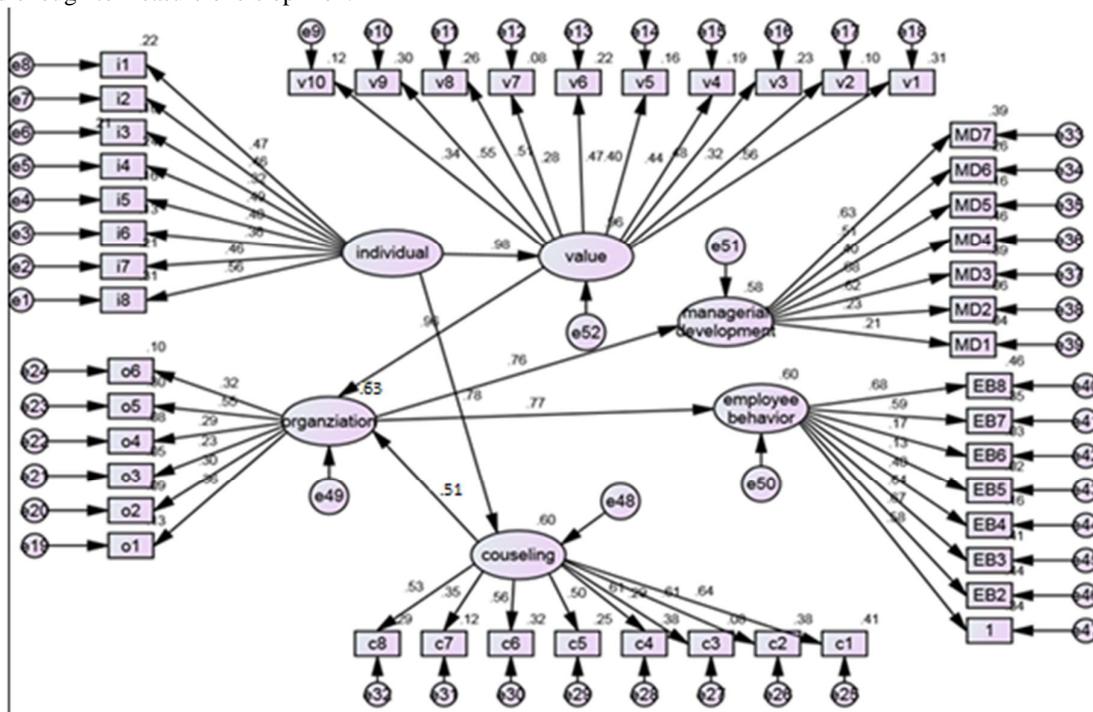
In this research path analysis and factor analysis are used to analyze model effectiveness. Path analysis specifies patterns of directional and non-directional impact on measured variables and gives complete score of all items in that variable. Prime purpose of using SEM is to that priori model is valid, rather than to find a suitable model (Gefen, Straub & Boudreau, 2000).

Sample Statistics	
Male	133
Female	40
Faculty of Academic Institutes	118
Professional from Organizations	55
Total	173

Confirmatory Factor Analysis (CFA)

CFA model is used to measure the directional influence between latent variable and measured variable. This research used 4 variables to measure the career outcome of individual through inspirations, counseling, value system and organizational performance. 6 latent variables which included 8 instruments for individual, 10 for value, 6 for organization, 8 for counseling, 7 and 8 for managerial development and employee behavior respectively.

CFA diagram shows factor wights of all variables. From CFA, we can measure covariance of variables that how much they are overlapping each other and repeating their results or giving some mixed value among variables. As we can see that all variables have very low covariance and we can say that variables items are good enough to measure one's opinion.



If we consider variables score individually, we can see strong factor values generating from their items. Variable of individual which is measured by 8 items and all of these 8 items are giving their separate scores contributing for that variable. The lowest score among these items is .23 and rest of all scores are strong enough and giving variable more weightage. From CFA model we can conclude that the variables such as individual,

counseling, managerial development and employee behavior are giving strong weightage thus showing that their items scores are much promising and giving high values for our variables designed for research.

Variable dimension for career outcome, managerial development and employee behavior included items to measure the effectiveness of organizational career development efforts for their employees. Respondents showed positive behavior thus giving the response that management must design strategies to facilitate their employees. This will be a mutually beneficial approach as developing your employee is an investment for development of your organization.

Counseling showed strong values in this research as clear from CFA diagram. All items scores are positive and giving high value. Definitely they agreed with the counseling effectiveness for one's life throughout his job career. It also gives idea about the counseling and setting life goals so that one can achieve his life goals in a clear manner.

Model Fit Summary

Model evaluation is one of the most unsettled and difficult issues connected with structural modeling. Bollen and Long (1993), MacCallum (1990), Mulaik, James, Van Alstine, Bennett, Lind, & Stilwell, (1989) presented variety of viewpoints and recommendations on this topic. Dozens of statistics, besides the value of the discrepancy function at its minimum, have been proposed as measures of the merit of a model. SEM calculates most of them which is the reason this method is used for data evaluation.

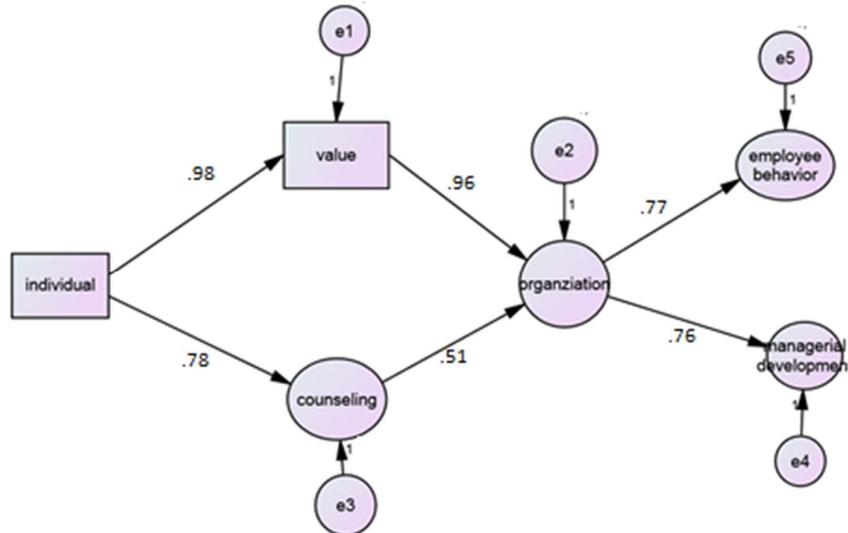
Variables	B Values	Component Value
Individual to value	0.98	0.741
Individual to counseling	0.78	0.874
Value to organization	0.96	0.77
Counseling to organization	0.51	0.713
Organization to managerial development	0.76	0.714
Organization to employee behavior	0.77	0.801
Model Fitness		
CMIN	956.99	
Df	522	
CMIN/Df	1.915	
RMSEA (Root Mean Square error of approximation)	0.07	
PRATIO	0.952	
GFI	0.87	
AGFI	0.828	
PGFI	0.82	

To represent good fit, P value should be non-significant ($p > .05$), CMIN/DF should be less than 2.00 and RMSEA must not be greater than .08 (Fogarty & Armstrong, 2009). Also GFI (goodness of fit index), AGFI (adjusted goodness of fit index) and PGFI (parsimony goodness of fit index) should be close to 0.90 to represent good fit. CMIN/DF is suggested by many researchers to use this ratio as a measure of fit. For measure of fitness this value should be higher than 1 for correct models and currently for our research this value is 1.915 showing the good fit for our model. Also as a rule of thumb the CMIN/DF, which is the chi-square divided by the df value, should ideally be less than 2.0 for good fit.

Also CMIN/DF shows that how much hypothetical model and data is correct. The data collected showed that respondents agreed with research hypothesis that counseling at your institutes contributes strongly for your late career impact. RMSEA indicates the amount of unexplained variance or residual. From table our value is 0.07 which is a moderate as this value ranges from $< .1$ to $> .05$ and above 1 are not acceptable thus rejecting the null hypothesis. Pratio is a "p value" for testing the hypothesis that the model fits perfectly in the population. The p value in our research is 0.95 which makes our hypothetical model significant (Fogarty & Armstrong, 2009). Primary objective of this research suggests that there is a strong relationship between counseling and career outcome of individual. The results of this research are consistent with the study of Sophie Perdrix, Sarah Stauffer, Jonas Masdonati, Koorosh Massoudi, Jérôme Rossier (2012) in which they worked on the long term effectiveness of career counseling.

Model Fit Summary shows the values of our hypothetical model. This research was based on the objective to measure the career impact and we have seen confident results to conclude that counseling has much impact on one's career. From the table, beta and r^2 values (Squared multiple correlation) showing direct relation between individual and counseling (.78) giving positive result for our question. Beta values measure the strength of relation among variables. Also the value of squared multiple correlation suggest that organizational career counseling has strong effect on career development than academic counseling. The beta values of organization to managerial development and employee behavior is .76 and .77 respectively showing a strong relation of organizational efforts to contribute for career success of employee. Possible reason might be that individual is at its high maturity level to decide for his career decision depending on the organizational development programs.

So we can say that research model is good enough to measure career outcome by focusing on the counseling phenomena at academic as well as organizational levels. Organizational counseling is more effective for mutual benefits. As employees interests can be aligned through counseling which derives his motivation. Also these results are relevant with the literature as many researches proved the counseling effectiveness through metadata (Brown & Ryan Krane, 2000; Whiston, Sexton, & Lasoff, 1998).



Structural Model

Hypothesis Testing

Hypothesis # 1: Individual interest has positive impact on deriving value for job.

The beta and r^2 values of individual for deriving value are .98 and .96 respectively. Also if we see the p value and Regression Weights which are significant thus showing positive relation for our hypothesis and we can reject H_0 (tables attached as appendix 1 and 2).

Hypothesis # 2: Individual career behavior is positively affected by counseling.

The main findings of this research are related with this hypothesis which proved that counseling at organization have much more impact than academic counseling. We can see the p value (appendix 1) which is less than .05 making research significant and rejecting null hypothesis. Also from SEM diagram we can see that value of r^2 is highest among all variables thus showing that organizational counseling is more affective for individual goal alignment with organization.

Hypothesis # 3: Counseling at organization has positive relation with aligning individual goals.

P value for value and recognition is below 0.5 making our hypothetical model significant and rejecting the null hypothesis. Values of C.R column are above 2 thus showing a positive relation for our hypothesis (tables attached as appendix 1 and 2).

Hypothesis # 4: Value of job has positive relation in improving organizational performance.

Structural diagram showing the beta value of organizational performance and value of job is 0.96. This shows the relation of value of job to organizational performance is very strong and contributing positively for our hypothesis and making it significant. Also from Model fit Summary the independent and dependent variables i.e counseling and career outcome show a significant relation thus we can reject H_0 .

Hypothesis # 5: Organizational performance is positively related with career outcome of individual.

The beta value of organization relative to career outcome i.e managerial development and employee behavior are .76 and .77 respectively which shows the overall strength of relation. Regression weights and p values are significant thus we can reject H_0 (tables attached as appendix 1 and 2).

DISCUSSION

The main objectives of this research focused on counseling importance in one's life and its impact throughout career. It asks how individuals feel, both in the start of their career and in the present functioning structure, how to socialize in work culture and what are the cultural differences across their career. From this research, we can conclude that a positive association between career counseling and individual practical life exists throughout job career. These results are consistent with the study of Vos&Soens (2008) in which they also proved that career counseling has direct impact on one's job career. They also linked this behavior with protean

career attitude in which an individual develops a clear insight about himself after receiving counseling and self directs his career.

They get involved in counseling at academic level and set their professional goals and when they see enough organizational career development they properly respond for them. This protean behavior is also supported by the work of Hall (2004) that individuals with protean behavior actively strive for career success. This theory is relevant with the research of Verbruggen, Sels & Forrier (2007) in which they worked on employee satisfaction and proved that employees who gets career support from organization are more loyal and committed to organization.

CONCLUSION

So many technological advancements have occurred in the last couple of decades, and even greater innovations seem to be on the horizon. The information age is in full force and nearly every business or organization has a digital component. Despite of technological advancements, we cannot neglect the diverse behavior of Human Resource and considered as the core of processes. Human resources have tangible as well as intangible factors and the later has more impact on performance level.

While focusing on the issue of research every employee differ in needs, personal goals, and ambitions with a definite work life balance should be the responsibility of organization to successfully analyze that thing and ultimately must make efforts to develop such strategies which align employee's personal goals with the organizational goals to boost up the organizational achievement of goals with employee goals as well. This successfully generates loyalty and commitment towards organization thus having more satisfaction of employees and employee get feeling of career engagement and feels that their job would be nothing without this job and organization.

Research proved that if the job design is no more meaningful for employees then they are not intrinsically motivated to perform their tasks then tasks become more complex in nature for them. This implies that currently organizations in local area are not designing their jobs according to the employee beliefs. The possible reason might be that organizations are instructed form their headquarters about job description. Complexity is the phenomena which can make degrade the current performance level but also can boost performance level towards efficiency. Here the role of self-efficacy starts which states that individuals with higher cognitive abilities give their best output when they are placed in a respective situation.

Limitations and Future Recommendations

This research used convenience sampling and the population size was unknown. Longitudinal studies can find better contribution for the career literature as career goals have affect with time period. Larger sample size with focus group discussion and semi structured interviews may also show new dimension for future research.

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Appendices

Appendix 1: P Value

		S.E.	C.R.	P			S.E.	C.R.	P
I8	Individual				C1	Counseling			
I7	Individual	0.129	4.004	0	C2	Counseling	0.13	5.894	0
I6	Individual	0.169	3.607	0	C3	Counseling	0.221	3.364	0
I5	Individual	0.16	4.199	0	C4	Counseling	0.146	5.679	0
I4	Individual	0.147	5.002	0	C5	Counseling	0.133	4.708	0
I3	Individual	0.124	3.68	0	C6	Counseling	0.13	5.663	0
I2	Individual	0.135	4.59	0	C7	Counseling	0.126	3.539	0
I1	Individual	0.145	4.85	0	C8	Counseling	0.138	4.676	0
VR10	Value & Recognition				COMD7	Managerial Development			
VR9	Value & Recognition	0.585	3.276	0.001	COMD6	Managerial Development	0.176	4.616	0
VR8	Value & Recognition	0.558	3.155	0.002	COMD5	Managerial Development	0.178	4.162	0
VR7	Value & Recognition	0.567	2.457	0.014	COMD4	Managerial Development	0.214	6.055	0
VR6	Value & Recognition	0.484	3.08	0.002	COMD3	Managerial Development	0.193	5.568	0
VR5	Value & Recognition	0.467	2.925	0.003	COMD2	Managerial Development	0.129	2.98	0.003
VR4	Value & Recognition	0.462	3.085	0.002	COMD1	Managerial Development	0.145	1.754	0.079
VR3	Value & Recognition	0.538	3.09	0.002	COEB8	Employee Behavior			
VR2	Value & Recognition	0.354	2.884	0.004	COEB7	Employee Behavior	0.141	5.778	0
VR1	Value & Recognition	0.513	3.305	0	COEB6	Employee Behavior	0.089	1.834	0.067
O1	Organization				COEB5	Employee Behavior	0.1	1.757	0.079
O2	Organization	0.313	3.218	0.001	COEB4	Employee Behavior	0.133	3.565	0
O3	Organization	0.255	2.733	0.006	COEB3	Employee Behavior	0.121	5.768	0
O4	Organization	0.277	2.564	0.01	COEB2	Employee Behavior	0.129	6.545	0
O5	Organization	0.417	4.549	0	COEB1	Employee Behavior	0.12	5.331	0
O6	Organization	0.357	3.482	0					

Appendix 2: Regression weights

Item	Variables	Estimate	Items	Variables	Estimate
I8	Individual	0.583	C1	Counseling	0.646
I7	Individual	0.415	C2	Counseling	0.623
I6	Individual	0.367	C3	Counseling	0.331
I5	Individual	0.44	C4	Counseling	0.595
I4	Individual	0.549	C5	Counseling	0.478
I3	Individual	0.376	C6	Counseling	0.593
I2	Individual	0.491	C7	Counseling	0.349
I1	Individual	0.527	C8	Counseling	0.474
VR10	Value & Recognition	0.312	COMD7	Managerial Development	0.605
VR9	Value & Recognition	0.546	COMD6	Managerial Development	0.492
VR8	Value & Recognition	0.484	COMD5	Managerial Development	0.434
VR7	Value & Recognition	0.284	COMD4	Managerial Development	0.715
VR6	Value & Recognition	0.453	COMD3	Managerial Development	0.629
VR5	Value & Recognition	0.398	COMD2	Managerial Development	0.298
VR4	Value & Recognition	0.455	COMD1	Managerial Development	0.171
VR3	Value & Recognition	0.457	COEB8	Employee Behavior	0.668
VR2	Value & Recognition	0.386	COEB7	Employee Behavior	0.569
VR1	Value & Recognition	0.564	COEB6	Employee Behavior	0.172
O1	Organization	0.436	COEB5	Employee Behavior	0.165
O2	Organization	0.354	COEB4	Employee Behavior	0.339
O3	Organization	0.284	COEB3	Employee Behavior	0.568
O4	Organization	0.263	COEB2	Employee Behavior	0.655
O5	Organization	0.657	COEB1	Employee Behavior	0.52
O6	Organization	0.397			