



The Influence of Organization Based Self-Esteem, Role Breadth Self-Efficacy and Voluntary Learning Behavior on Career Success through Mediation of Perceived Employability: A Case of Pakistani Banking Sector

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Abstract

The researcher showcases the influence of organization-based self-esteem, role breadth self-efficacy and voluntary learning behavior in comparison to career success. The objective of the study was to explore the relationship between self-concepts and career success. The data was collected through questionnaire from the personnel employed in banks. The employees have a great influence on both antecedents of career success through perceived employability. In order to increase the performance, specific abilities and skills of employees this study will be helpful. Results showed significance of 2 self-concept organization-based self-esteem and voluntary learning behavior with career success and one insignificant result with role breadth self-efficacy.

Key Words: Perceived Employability, Voluntary Learning Behavior, Bank and Employees, Career Success, Self- Concepts.

Introduction

In the 1970s, David McClelland (1973), a Harvard University professor, originated that the competency term offers a new approach to assess human performance. It is presented as an alternative to the traditional standard of intelligence evaluation and trait approach. This concept was proposed due to disappointment various researchers felt about personality trait method while investigating and predicting performance. His approach was widely adopted in industry because of several reasons like it focuses on people doing instead of their inborn traits which help measure their actual performance. The intelligence traits in humans are inborn however competencies of people can be developed and learned overtime. This approach provides opportunity to have meaningful outcomes because competency helps individuals to improve their performance level. This conceptual framework

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was studied in different areas like education, business studies, and human resource management. Later, the concept of competency was studied from both human development and organization management perspectives; from a development viewpoint, employees' competency was mostly studied in human resource development (HRD) and focus was on competencies relevant to job and work. Whereas from company management perspective, focus was on competency, which is important for the growth of company and provides company with a competitive edge (Stasz, 1997).

The exploration of career and career success literature reveals that both concepts evolve historically and culturally (Young & Collin, 2004). Historically, the career concept saw ups and downs in North America when economy turned to industrialization from agricultural. In the course of this, the economy moved towards more knowledge-oriented by providing grounds to the regulated career (Arthur, 1994; Fugate et al., 2004). From a cultural point of view, several authors reported that career is perceived differently in different countries. In this regard, Dany (2003) claims that European culture is bureaucratic in which career choices are made by avoiding risk. Moreover, career success as defined from a gender-oriented role or socio-economic perspective, tells us that some workers create their own meaning of career success on the basis of technical knowledge and experience competency (Hennequin, 2007).

The social perspective has segregated career success between men and women by creating boundaries around women who cannot pursue their careers in any "masculine" sector (Stead, 2004). Another study discussing career success from the structural perspective tells that the role of an individual plus his/her official work position is important factor to affect career success. (Wilensky, 1961). The researchers continue to work on career success. According to Dyke and Murphy (2006), there are four factors that are mainly responsible for career success: recognition, balance, relationship, and material success. In the past, career goals planning, and its proper organization of career was perceived as the obligation of people (Arthur et al., 1989). With the passage of time, the researchers are moving toward balanced approach. Now, they have started acknowledging the contribution of both organizational and individuals in the success of employees' careers (Baruch, 2006; Zafar & Matt, 2011; De Vos 2011).

The concept of employability has been studied from both subjective (perceive employability) and objective point of view, there are many studies on employability from objective perspective (McQuaid & Lindsay, 2005) which covered the objective determinants of employability (e.g. Forrier & Sels, 2003;) and measured at an absolute level which assumes that individuals have certain mindset and priority which see job opportunities objectively (in monetary terms). This concept originated since 1950's (March & Simon, 1958) and the first work on this concept was in Dutch language (De Witte, 1992). On the other hand, subjective employability looked at things in contrast to objective point of view. It is about

feelings and beliefs of individuals (Lazarus & Folkman, 1984) regarding their employment opportunities. The higher the level of employee perception about its marketability the higher individual believes in work market opportunities for himself while searching for job (Berntson, 2008). In this study, perceive employability would be used as it is a less researched area in employability while studying integrated competency development impact on it and how it leads toward career success.

Countries or organizations cannot work without people, the research on the performance of the organization has focused on the paradigm “building human capital with the goal that associations become increasingly successful as the individuals connect to them develop and grow by and by and expertly” (Owens and Valesky, 2007). Rainey (2003) has contended gifted workers are the most significant resources of the association. Along these lines, associations should “put resources into the improvement of its human capital” as the perception of employee development is employee responsibility, evolve with time. This philosophy mirrors development of employee competency in the organization. As per De Vos et al. (2011), there is lack of work, which evaluates how career success and employability are in relation to one another as mostly they are studied in parallel to each other. The literature suggests that there is dearth of research on perceiving employability from the viewpoint of combined effects of organizational and individual perceptive of competency development (Zafar & Mat 2012). Zafar & Mat (2012) had conducted cross-sectional research in academic sector of Pakistan that how employability intercedes the association between protean career attitude and successful career. Additionally, how employability intercedes the association between career competencies and career success. The research focuses on the organizational and individual CD and subjective career success while using perceive employability as a mediator in Belgium's financial institution (De Vos et al., 2011). In light of the examined essentialness, the ebb and flow research study intends to decide the impact of association based confidence, job expansiveness self-viability, and deliberate learning conduct on profession accomplishment through the intervening job of apparent employability.

Literature Review

Organization Based Self-Esteem and Perceived Employability

McArdle, Briscoe, and Hall (2007) argued that in these uncertain surroundings, perceptions of employability have appeared as a leading provider to achievement and proactive employees are able to influence environmental change. Kirves, Cuyper, and Makikangas (2014) investigate the relationship between well-being and perceived employability. They think PE is worker's insight into what way to be relaxed and to discover innovative recruitment opportunities. Mary A. Gowan

(2012) discussed that the unreliable work atmosphere, employees must accomplish their specific occupations rather than depend on their employers to organize it for them. Ismail, Ferreira, and Coetzee (2016) investigated the mediating role of self-esteem in fresh developing adults in the stage of their graduate life and career adaptability. Employers resist that young adults who are fresh graduates lack the basic perceived employability skills which are necessary to get the initial employment opportunity or to engage employees in productive work. The current study investigates the degree to which particular self-esteem encourages young developing adults, self-perceived graduations and career compliance within the South African labor market framework. Therefore it was hypothesized that:

H₁: There is a positive impact on organization based self-esteem on perceived employability.

H_{1a}: There is a positive impact of organization-based self-esteem on career success through the mediation of perceived employability.

Perceived Employability and Role Breadth Self-Efficacy

Nauta et al. (2009) look at the impact of employability direction with vocation fulfillment, employability culture, and job expansiveness self-viability. As indicated by them exceptionally employable staff engage foundations by experiencing questionable necessities that are producing unique manifestations and offices. Anita Tisch (2014) inspects in this article whether the gathering of more seasoned occupation searchers differs from more youthful associates in specific qualities that compact under the view of employability and perceive how these adjustments help to explain more established laborer's disadvantages in reappearing business. Birgit Schyns and Sabine Sczesny (2009) investigated the connection between administration applicable characteristics and occupation-related self-adequacy in the board understudies.

They self-recognitions help figure out what people do with the information and aptitudes they have, however they can't fill in for the vital abilities and learning (Pajares, 2002). Self-recognition is an entirely profitable characteristic that presents utilization esteem, a flagging worth, and an inspiration incentive to the person for an amazing duration encounter. The utilization worth is made dependent on the way that considering oneself positively makes an individual more joyful and mental self-portrait turns into a variable in the utility capacity. By trusting oneself to be of high capacity, it makes it simpler to persuade others (regardless of whether erroneously) that one has such characteristics (the flagging worth). In particular, however, self-assurance in one's capacities improves a person's for some time to run inspiration to embrace ventures, to change, and continue on in the quest for one's objectives disregarding different mishaps (Benabou and Tirole, 2002).

Self-discernments, as a rule, sway singular conduct as well as a person's sentiments, wellbeing, feelings, and joy all through life (Berntson et al., 2006;). The concept of RBSE was first presented through Bandura in the era of 1970s. Hence it was hypothesized that:

H₂: There is a significant influence of role breadth self-efficacy on perceived employability.

H_{2a}: There is a significant influence of role breadth self-efficacy on career success through the mediation of perceived employability.

Voluntary Learning Behavior and Perceived Employability

Camps and Rodriguez (2010) investigate a constructive relationship that lies in transformational direction, learning with employability. Judith and Vuuren (2015) checked an interactionist viewpoint on everyday jobs of businesses and employees. There are many concepts that explain the different effects of perceived employability but very little is identified yet on how strategies and activities actually act together with the individual strength of personnel. Heijden and Bakker (2011) study an employability improvement in inspecting the learning behavior regarding employees in present profession with transformational governance approach that is linked with employability. Vos and Hauw (2010) estimate an association in competency development, career success, and employability. Lin (2015) claimed that in line for variations in current changeable labor market situation, each worker has an aspiration for being suitable as a protean capable. Various researchers have expounded on voluntary learning behavior and set that it is imperative to the worker and hierarchical adequacy. Shockingly, be that as it may, a lack of exact investigations concerning voluntary learning behavior exists. Thoughtfully, learning performance has been abstracted in two distinct ways, as a result, or a procedure (Haunschild and Sullivan, 2002). Scientists taking the resulting point of view recommend that learning is shown by changes in execution or authoritative schedules (e.g., Argote, 1999). Interestingly, those taking the procedure viewpoint center around behaviors that are ventured to deliver learning at some point later on. In this regard, learning is "implies situated" and isn't straightforwardly attached to specific results (Levitt, & March, 1988). In the present investigation, we embrace Edmondson's (1999) conceptualization of learning as a procedure. George and Jones (1997) built up a comparative build, creating oneself, and recommended that it comprises of "all means that laborers take to deliberately improve their insight, aptitudes, and capacities in order to be better ready to add to their associations".

Based on extant literature it was hypothesized that:

H₃: There is a significant impact of voluntary learning behavior on perceived employability.

H_{3a}: There is a significant impact of voluntary learning on career success through the mediation of perceived employability.

Perceived Employability and Career Success

A vital result of employability is calling an accomplishment. Job accomplishment is depicted as the "amassed positive work and mental outcomes in light of one's work encounters" (Seibert, Crant and Kraimer, 1999). Livelihood accomplishment is a doubt of both the individual and relationship, in that the achievement of an individual can at last add to the connection's success (Judge et al., 1999). Employability is viewed as a basic condition for calling accomplishment (Fugate et al., 2004). Van Maanen (1977) depicts hypothetical livelihood achievement as "the person's interior concern and examination of their calling, over any estimations that are essential to the individual". These enthusiastic results circuit work-life balance, slant of centrality, reason, and radiant qualities from their work (Heslin, 2005). Rather than objective accomplishment, energetic accomplishment is continuously hard to gauge and not quickly accessible from work power records. In any case, specialists will all things considered portray their work achievement to the degree enthusiastic calling achievement instead of to the degree target occupation accomplishment (for example pay, types of progress). (Ng et al., 2005). Enthusiastic calling accomplishment is reliably operationalized as work or employment fulfillment (Heslin, 2005). Hillage and Pollard (1998) propose that employable individuals obtain work which they discover satisfying; that they are employable makes them imperative to the work include and connects with them to pick and driving force conditions at work. In the event that the work isn't fulfilling, problematic responses for work, particular detachment, and reports of low enthusiastic point of view on advancement could result (Heslin, 2005). Most authorities rotate around either target or passionate calling accomplishment and little research has explored the two sorts of livelihood accomplishment simultaneously (Judge et al., 1995).

The career success writing is regularly composed as far as 3 representations called the human capital, basic, and social capital perspectives. Each of the three models is very much bolstered from an observational point of view, yet analysts will in general center around the first (Becker, 1975). As indicated by the human capital view, associations circulate prizes to their individuals as per their commitments. The capacity to add to an association relies upon having important skills, which can be obtained in different ways. As per Brown and Hesketh (2004) this view certainly accepts that people seek the prizes accessible in associations, and some are more effective than others.

H₄: *There is a significant impact of perceived employability on career success.*

Theoretical Model

Based on extensive review following theoretical model was proposed in order to estimate the literary associations between the constructs.

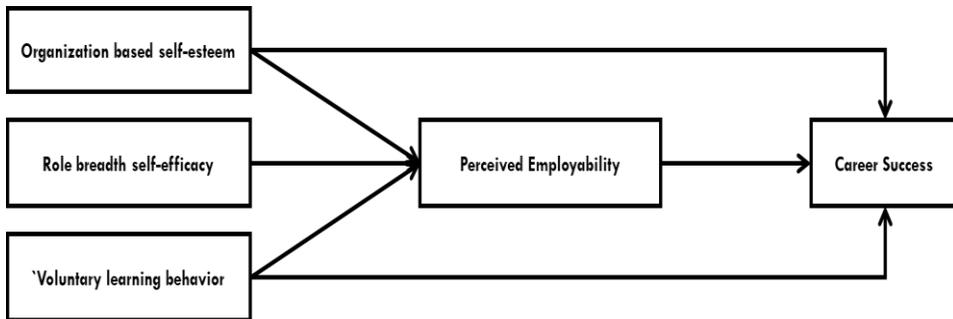


Fig 1. Theoretical Framework

Research Design

Paper pencil survey was administered to collect data from the employees of banks operating in Islamabad and Rawalpindi. Using probability sampling technique 5 banks were selected and later 400 employees were randomly approached to respond to the questionnaire. Overall 250 responses were collected. The final sample included 192 useful sample, yielding a response rate of 76%. The final sample included 59.4% of females and 40.6% males. Whereas 50% were graduates and 50% were undergraduate. SmartPLS was employed in order to estimate the literary associations between the constructs.

Table 1. Demographics

Description	Frequency	Percent
Gender		
Male	78	40.6
Female	114	59.4
Education		
Graduate	96	50
Postgraduate	96	50
Experience		

Less than 1 year	48	25
1-5 years	96	50
More than 5 years	48	25
Marital status		
Single	37	18.8
Married	155	80.7
Total	192	100

Measurements

The questionnaire was adapted and previously validated. Nine items of organization-based self-esteem were taken from the study of Ismail, Ferreira, and Coetzee (2016), eight items of career success were taken from the study of Fugate et al., 2004, four items of perceived employability were taken from the study of Heslin, (2005), seven items of voluntary learning behavior was taken from the study of Camps and Rodriguez (2010), and eight items of role breadth self-efficacy were taken from the study of Anita Tisch (2014). Five-point Likert scale was used in ranged between “Strongly Agree = 1” and “Strongly Disagree = 5”.

Results

Validation of instrument

To check the internal validity of the questionnaire Cronbach alphas was employed and it was found that alpha values are in the range between 0.70 and 0.90 which affirms that scale of all items is internally consistent. Confirmatory factor analysis was performed to check the convergent and discriminant validity. As shown in table 2 all the factors loadings are greater than 0.40 and significant at $p < 0.001$. At the same time average variance extracted values are also found greater than 0.50 which shows that no convergent and discriminant validities concerns exist. Similarly the moderated correlation coefficient was found between the constructs which confirm that no multicollinearity concern exists.

Table 2. Factor Analysis

Construct	Items	Loadings	α	CR	Ave
Career success	CS1	0.93**	0.93	0.95	0.69
	CS2	0.59**			
	CS3	0.93**			
	CS4	0.93**			
	CS5	0.54**			

	CS6	0.86**			
	CS7	0.83**			
	CS8	0.93**			
Organization Based Self-Esteem	OBSE10	0.76**	0.89	0.91	0.55
	OBSE2	0.37**			
	OBSE3	0.85**			
	OBSE4	0.80**			
	OBSE5	0.67**			
	OBSE6	0.93**			
	OBSE7	0.61**			
	OBSE8	0.69**			
	OBSE9	0.83**			
Perceived Employability	PE1	0.87**	0.73	0.81	0.52
	PE2	0.64**			
	PE3	0.71**			
	PE4	0.65**			
Voluntary Learning Behavior	VLB1	0.91**	0.98	0.98	0.89
	VLB2	0.97**			
	VLB3	0.97**			
	VLB4	0.98**			
	VLB5	0.83**			
	VLB6	0.98**			
	VLB7	0.95**			
Role Breadth Self-Efficacy	RRB1	0.93**	0.97	0.97	0.79
	RRB2	0.92**			
	RRB3	0.90**			
	RRB4	0.80**			
	RRB5	0.91**			
	RRB6	0.95**			
	RRB7	0.89**			
	RRB8	0.81**			

Table 3. Correlation

Constructs	CS	OBSE	PE	RB
CS	1.00			
OBSE	0.86	1.00		
PE	0.72	0.82**	1.00	
RB	-0.30	-0.16	-0.16	1.00
VLB	0.16	0.11	0.16	-0.84

Model Testing Results

Corresponding hypotheses were tested using Smart PLS and it was found that OBSE significantly predicted PE, PE significantly predicted CS, RB does not significantly predict PE, and VLB significantly predicted PE.

Table 4.

Paths	OS	M	SD	S.E	t-Stat	Results
OBSE → PE	0.82	0.83	0.02	0.02	36.99	Supported
PE → CS	0.72	0.73	0.02	0.02	34.69	Supported
RB → PE	0.11	0.09	0.08	0.08	1.35	Not supported
VLB → PE	0.17	0.15	0.08	0.08	2.04	supported
Mediation						
Bootstrapped Confidence Interval	Path a	Path b	Indirect	SE	t-value	95% LL
H1a	0.82	0.72	0.59	0.05	12.39	0.50
H2a	0.12	0.72	0.08	0.05	1.81	-0.01
H3a	0.17	0.72	0.12	0.09	1.40	-0.05

Whereas it was found that PE significantly mediated the relationship between OBSE and CS, but not significantly mediated the relationship between RB and CS and not significantly mediated the relationship between VLB and PE.

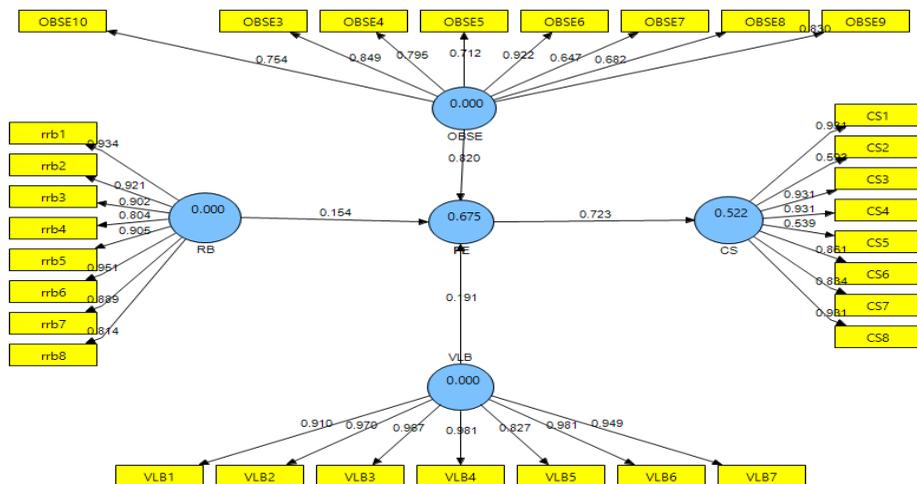


Fig 2: Structural Model

Discussion

There have been a few examinations where each investigation helps the associations to perceive the centrality of the investigation. The examination has been led in banking area of Islamabad to investigate the relationship among constructs utilized in this examination. The investigation demonstrates that how association based confidence, job broadness self-adequacy, and willful learning conduct increments saw employability in representatives and to vocation achievement. By breaking down the effect of autonomous factors onward factors the present examination uncovers that H1 has been bolstered with the outcomes which demonstrate that association based confidence significantly affects apparent employability since age of a representative demonstrated to be a critical variable of enthusiasm for a hierarchical situation and has been characterized as an unmistakable period. The data was mainly based on older employees as their experience of working in their organization is very high so the level of self-esteem is also very high. According to Fyock (1991) and Rhodes (1983) older employees are considered to be more trustworthy and they found themselves the most significant and compassionate member of the organization. To check the impact among organization-based self-esteem and perceived employability, the outcomes of the current study have clearly indicated that OBSE has a significant and positive effect especially on employees who are working in banking sector. The outcomes of this research suggest that when employees considered themselves to be talented and remarkable in an organization so they are less likely to leave. According to Bandura (1986) and Gist & Mitchell (1992) job expansiveness self-adequacy is the individuals' judgment about their competency to perform explicit errands and it has been recognized as a key inspirational build inside the associations. Kim and Lee (2014) researched the relationship in the middle of job expansiveness self-adequacy and saw employability and they found that they didn't demonstrate the noteworthy effect in light of the fact that as the age builds the capacity of performing different undertakings diminishes. Most of the employees are not multitasking and enough efficient to perform numerous tasks at a time so H2 is not supported by the results. In current study voluntary learning behavior also shows a significant impact on perceived employability because employees with higher experience have a tendency that they learned a lot from their past. Voluntary learning behavior is self-focused learning which shows the interest of employees that they tend to learn within or outside the organization. The study conducted by Kim & Lee (2014) in which they discuss the positive relationship and impact of voluntary learning behavior on perceived employability. Hence H3 is supported by the results.

H5 has been supported with results that show that there is a significant impact of organization-based self-esteem on career success through the mediation of perceived employability. This means organization based self-esteem can be a

predictor of career success in an organization. H6 and H7 have not been supported with results reason could be because as the age increases the capability of performing various tasks decreases. Most of the employees are not multitasking and enough efficient to perform numerous tasks.

Certainly, it is a fact that for age factor, whereby the study confirms that older people have less intention to leave the organization because as the age increases experience and the level of trust will also increase. The results of the study suggested that older employees are not interested to leave their current organization unless they find some better opportunities and incentives as well a good salary as compared to their current organization.

Conclusion

Self-concepts and voluntary learning behavior enhance employability skills among employees. The main objective of this study is to focus on the preference of employed workers regarding their responses to self-concepts and learning behavior and how they can improve and increase their employability skills. According to Walumbwa et al. (2009) the developments in the current business world are constantly changing so employees need to enhance their perceived employability skills and chances of growing in this advance business world is through learning behavior that is improvement by means of good understanding, qualification and experience within or outside the organization. The key factor is growth of employees which is only possible when they develop those abilities and skills that are demanded by the current business scenario and those capabilities will also help them to get a better job opportunity in future. If the organizations motivate their employees towards learning skills by conducting certain seminars and pieces of training so they are able to perform their job role better and do multiple tasks at a time which benefited the organization as well. He argues that employee's skill, knowledge, and experience for improving human capital is significantly connected with perceived employability among employed individuals. So organizations should be aware of the significance of self-concepts and learning behavior to enhance employability skills among employees.

Limitations

The current study has some limitations. First, it is only specific to the banking sector of Islamabad. The study can be conducted in other sectors to get a clear picture that how perceived employability skills help individuals in getting better job opportunities and how employed individuals can grow by those certain abilities. Furthermore employees have different perceptions related to self-esteem and self-efficacy as they are differently examining themselves so preferences are

different as well which can be measured by perceived employability. Moreover the study is particular to only one city because of time and geographical limitations.

Implication

The results of the study demonstrate the huge effect between associations based confidence, job expansiveness self-viability and willful learning conduct on apparent employability based on human capital hypothesis. As per Becker (1993) human capital hypothesis is a finished load of information, character, and characteristics including innovativeness to actualize certain activity requests. So if representatives are imaginative it is gainful for both the workers and the association too. Numerous specialists recommend that apparent employability is a conceivable choice to employer stability because those specific skills and abilities an employee can hold increases the knowledge, therefore there is less possibility that employee may feel insecure while doing the current job. Perceived employability is linked with human capital as it talks over certain skills and capabilities of individuals that give them improved employment opportunities in searching a relevant job and human capital is also the knowledge and expertise of individuals that benefited both the organization and an individual itself. Self-concepts are also heavily dependent upon human capital theory and have a direct relationship with OBSE and RBSE because they both are connected with abilities of employees.

The idea of employability regarding authoritative perspective has gotten critical thought in created nations and our nation is still in creating state so the need for employability abilities is significant for each person. The discoveries of the examination added to administrators and representatives of banks in Karachi. Various researchers announced that apparent employability can improve worker adaptability and versatility. Berntson and Marklund (2007) expressed in their examination that employability is associated with representative mental prosperity, emotional well-being and occupation fulfillment. The ebb and flow research is done in banking area of Islamabad which assumes a noteworthy job in the economy of the nation. Information is gathered from both open and private banks of Islamabad. Larger part of the respondents are over the age of 30. Their discernments are distinctive when contrasted with the respondents beneath 30 this implies they see as per their understandings. The exploration suggests that self-ideas and willful learning conduct ought to be embraced by the workers to upgrade the additional standard conduct consequently association gets achievement. In this focused condition associations request those people who hold explicit aptitudes and capacities that empower them to play out their activity obligations and increment the presentation of association.

Future Direction

The current study investigated the influence of organization-based self-esteem, role breadth self-efficacy and voluntary learning behavior on career success through perceived employability. Luthans et al. (2007) suggested that future research should be done with other antecedents like personality, positive psychological capital, optimism, and perceived mobility. While future studies should be conducted in different sectors to investigate the perceptions of employees working there. Furthermore, the study should be conducted with unemployed individuals for e.g. students to know about their preferences regarding perceived employability. Moreover the study should be conducted with a greater sample size in order to achieve significant results.

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