

Reviewing the Relation of Career Development Patterns and Employees Productivity by Considering Adjusting Role of Personality Traits (Case Study: Post Bank Branches in Isfahan)

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Abstract: Career advancement of an individual within an organization is developing and affecting through vision, strategy and the activities of HRM. The purpose of this study is to review the relation of career advancement patterns (Linear, Spiral, Unstable and Specialized) with employees' productivity status by considering the adjusting role of personality traits this practical study is done among 350 employees of Isfahan Post Bank and they have been asked to apply a questionnaire with two scales of standard and a researcher's scale. Structural equations modeling through Amos 23 Software is utilized for testing the hypotheses. Most of career advancement of employees within this organization was based on linear and spiral pattern. Also, such two patterns are having positive impact on employees' productivity while unstable and specialized patterns were ineffective on improving employees' productivity. Also, personality traits of employees are having positive adjusting role on the impact of career advancement patterns on employees' productivity.

Key words: Career advancement patterns, productivity level of employees, personality traits, strategy, unstable

INTRODUCTION

Nowadays, banks are known as the most important financial services and banks' employees, like all other service, providing organizations are the frontline of such organization and they are considered as the most important assets. Human resources in bank is having a crucial role to achieve the goals and organization requests and its effectiveness and efficiency (Nahidet *et al.*, 2012).

Based on this, one of the fundamental duties of HRM is to keep and improve employees in such organizations such a way that every single employee in bank can achieve job promotion after gaining experiences. The duty of management for career advancement is to reach compatibility among requirements, individuals' potential abilities in one-hand and professional demands of organization on the other hand and to determine career advancement of each individual during his working period. The management of career development is one of the activities of HR managers which guides every single employee to progress in his career.

Career advancement management is a continual process of preparation, execution and supervision on work programs which is done by the individuals lonely or by the organization' working system according to their agreement (Redman and Wilkinson, 2012). The results of

previous studies in field of career advancement planning indicate a positive relation of this issue with the success and increase of competition power for organizations (Baruch, 1996). Since in optimal planning for career advancement, it is assured that organization will recruit competent employees for vacancies .

Now, a question pops, can planning career advancement and determining effective and efficient patterns have positive relation with their productivity for carrier advancement of employees within banks? Can such plans, according to Brousseau *et al.* (1996), by features like the direction of movement and staff relocation, different motivational factors of employees and their time length of being in a job position change the productivity level of employees.

Maybe, we can state that since appropriate career advancement strategies for employees of an organization provides organization attempt for matching talents and employees vision with organizational positions, staff development needs will be considered within known areas and the staff will try to achieve positions which are best suits them and ultimately such attempt will be compatible with their own motivations needs (Kandula, 2006), we can expect that such try and motivation will impact their performance and productivity. On the other hand, many researchers have studied about the relation and

Table 1: Some definitions of career development path

Definitions	Researchers
Is a personal planning process of working life including the assessment of abilities and interests, career opportunities, purpose and planning proper development activities	Javadin and Raza (2008)
Process in which an organization can take decisions in the context of their working life	Greenhaus <i>et al.</i> (1995)
Posts that an individual possesses in terms of career years	Dessler (1998)

interaction of employees' personality traits with their organizational behavior including their performance and they have indicated that the personality of people is having impact on performances, absents, recruitment orientation etc.

The other question is that can personality traits of employees have adjusting role on relation between career advancement and increasing productivity level? Can the personality traits of employees be a factor to provide an appropriate career advancement for employees and provide increase of their productivity level? Review of local and foreign studies indicate limited number researches (the relation of career advancement and productivity level of employees by adjusting role of employees' personality traits) specifically for banks. Therefore in this study, researchers have tried to find answers for questions below:

- Can each one of the career advancement patterns of linear, Spiral, specialized and temporarily unstable have significant relation with bank employees' productivity level?
- Can personality traits of employees have adjusting role on relation among four career advancement patterns and increase of employees' productivity?

Theoretical background of the study

Career development path and its patterns: A career is a working order which is consisting of visions and personal motivations. In fact, career advancement includes sum of jobs that a person passes during his career within organization (Neo *et al.*, 2009). Career advancement harbors are determined patterns of talents, capacities, motivations, visions and imagined values by the individual that conduct the advancement of the person after several years of experience and feedbacks from real life. Such harbors are aspects of job which motivates individuals not to stop his work when he accepts to do the job (Schein, 1996). In addition to it harbors indicate that most of individuals do not like to restrict themselves in a specific field (Klapwijk and Rommes, 2009). For this reason, eight harbors of career advancement are identified including technical competency, managerial competency, security, creativity, work independence, service (looking for jobs which are having interesting values of helping societies), diversity (getting motivated by solving hard problems or defeating competitors) and identification (looking for

organizations that are having powerful vales like family) (Moghimi, 1999; Danziger *et al.*, 2008). Table 1 includes some of definitions for career advancement.

In accordance with the organizational decision makers, career management is seeking for several purposes. It makes employees to be aware of advancement opportunities and motivates them in this way. Encourage employees to stay with the organization and try to achieve career purposes. It motivates employees to utilize opportunities for job development including training. It helps organization to understand the relations among jobs to identify competent employees for appropriate career advancement. We shall consider that career advancement of an individual within an organization is directing and developing through markets, visions, strategies and HRM activities. First, organization vision is defined then, strategy is designed. On the other hand, all organizations, including banks which are working within such dynamic and highly competitive environment are designing models and plans for employees' career advancement. Although, based upon traditional viewpoint, career advancement pattern includes passing steps according to their order within an organization by the employees but researchers are concluding that it is not linear and simple within today's complicated and unstable environment. Reviewing changes in theories of career advancement from traditional to present indicates a kind of conceptual change within the patterns of career advancement. In this regard, Kent and Kenneth have developed the model of career advancement based on two initial conceptual factors of "frequency of career change" (continuity in a specific field of work) and "conceptual orientation against change or job relocation" which are dividable into below four fundamental concepts:

Fixed career advancement (linear): Career advancement includes long-term commitment to several professional or specialized fields. In such way, the individual focuses on more development or surveys his knowledge and skills in a field and in such way there will be only a few change in nature of activities and responsibilities. Most of the time relocation is done vertically and work motivation is achieved through gaining specialized strength Brousseau.

Spiral career advancement: This pattern is based upon periodical relocation among professional fields or expertise or fields every 5-10 years. In new position he will

utilize his previous knowledge and skills and also it will be an opportunity to develop his knowledge and new skills.

Temporarily unstable career advancement: This pattern is based on relocation every 3-5 years from a job to another. Changes are more horizontal.

Specialized career advancement: It is similar to linear pattern, with a difference that most of the time there is no any job relocation and the key motivation in this pattern is connoisseurship security.

Linear and specialized patterns, most of traditional career advancement and unstable and spiral patterns are modern career advancement. Kenneth *et al.* (1996) believe that these 4 four concepts can be diagnosed in form of linking concepts of different patterns of career advancement. Based on such viewpoint, previous approach that the organizations did activities of career advancement management and strategies based on the concept of career advancement has been changed.

Employee productivity: One of the most important issues in field of HR performance is employees' performance. HR productivity is defined as the maximum appropriate utilization from HR in order to meet organizational goals with minimum time and cost.

In determination of effective factors on productivity of employees, factors like continual work training of managers and employees, improving motivations among employees for better performance, providing appropriate opportunities for innovation and creativity of managers and employees, appropriate compensation system based on performance and establishing a system of punishment and rewards, work ethics and social discipline, change in system and procedures that are having sensitive and key roles, strengthening the rule and the dominance of corporate policies on activities and etc. are recommended by different researchers.

Overall, the benefits of measuring the productivity of human resources for organizations are (Pritchard, 1990; Belcher Jr., 1987):

- Source for feedback to human resources
- Source of inspiration for increasing productivity
- Increasing professional capabilities and employee participation
- Help to set priorities
- Comparison of the productivity of different units
- Identifying causes of the increase or decrease in productivity
- A basis for assessing the impact of organizational changes on productivity
- Contribute to long-term planning

- Basis for determining the salary
- Contributing to make decisions to continue or stop the activity, function or a program

In order to test the productivity of organization employees, different methods and procedures have been introduced and developed by researchers. Two researchers named Hersey and Goldsmith (1996) have designed a model for helping managers on determining the reason of performance difficulties and providing change strategies for solving such difficulties. In designing such model which is called ACHIEVE, for human analysis, two main purposes have been considered: determining effective key factors on individuals' performance and providing such factors in a way that managers can utilize them and consider them. The two researchers have chosen seven variables relating to effective performance management among others: ability, clarity, help, incentive, evaluation, validity and environment, explained as.

Ability (knowledge and skill): Knowledge and employees' skills for doing a task successfully. The key elements of ability are: relating knowledge to the duty, capabilities relating to the duty and the relating experience for doing the duty.

Clarity (perception): Perception and acceptance of work, location and the way of doing it. In order that the followers shall have perfect perception about the problem, they must know the major purposes of achieving to such goals and the priorities of goals clearly.

Help (organizational support): It refers to the support that the follower requires for accomplishment of his effective performance. Some of supportive factors are: budget, facilities and equipment which are necessary to accomplish a duty, necessary support by other circles, availability of products and its quality, etc.

Incentive (motivation or tendency): Incentive relating to the duties of followers or motivation or accomplishing an analyzing specific task successfully. Individuals' motivation about accomplishing a task is higher when if they have internal or external bonuses and rewards.

Evaluation (training and performance feedback): If people do not know about the difficulties of their performance, expecting performance improvement is unrealistic. The reason of many performance difficulties is lack of adequate training and performance feedback.

Validity (personnel authentic and legal acts):

Appropriateness and legal decisions of manager about human resources. Managers must get assured that decisions about people shall be legally and strategically appropriate.

Environment (environment suitability): External factors that can affect performance even by the existence of ability, clarity, support and incentive for the job, like competition, change in market status, governmental regulations, logistics, etc.

Model of five dimensions of Employees' personality

(NEOAC): Different theories have been introduced for determining personality traits or characteristics but Caplan (2003) Model is known as the basis of other models during recent years within many studies. In 1983, Costa and Mc Crae have provided their model as Preliminary scales of compatibility and conscientiousness and ultimately in 1992 they have revised personality scale and they published it with 240 questions. Based on such model, personality is consisting of 5 main dimensions: neuroticism, extroversion, openness, agreeableness and conscientiousness.

Neuroticism: Common tendency to analyze negative emotions like fear, sadness, confusion, anger, guilt and hatred are called neuroticism. Men and women with high score in neuroticism are having illogical beliefs they are less able to control their attempts and they are much weaker to come over their stresses.

Extroversion: Extroverts are social, courageous, active and talkative people. When they are happy they show arousal and stimulation. The scales of extroversion are strongly attached with interest in big risks within related jobs.

Openness: One of the articles of personality which is less known in comparison with E and N. Openness factors like active imagination of beautiful friendly feeling, attention to internal feelings, Diversity, intellectual curiosity and independence of judgment are playing roles in theories and personality layers.

Agreeableness: Some of the tendencies are interpersonal and an agreeable person is usually an Altruist he has feeling of sympathy toward others and he is eager to help and he believes that others are helpers as well. Unlike, non-agreeable people are Aggressive, autonomous and skeptic and they are looking for completion not cooperation.

Conscientiousness: It refers to the power of highly active design, organizing and doing duties appropriately. It is also called "tendency for success". High score in this dimension is accompanied with occupational and educational success.

Theoretical framework and hypotheses development

The relationship between patterns of career development and employee productivity:

Researchers believe that development and planning career advancement are having a great role in major strategy of management, performance and employees occupational productivity, in a way that, career advancement is one of the seven main employees performance management strategies that helps the individual and organization to achieve the goal of progress. In terms of organizational vision if career advancement system is developed and implemented under a plan it can increase innovation and employees' performance and decreases falling of staffs. On the other hand it provides the necessities of organizational compatibility and optimization and it improves commitment and loyalty toward their organization that are the main elements of staff productivity improvement (Kandula, 2006).

In this regard, studies indicate a significant and positive relation among career advancement and performance and productivity status of them. For instance, Danziger *et al.* (2008) believe when individuals are successful in achieving a homogeneity among skill and expertise and their job position by the impact of proper design for career advancement, most probably they will be more successful for achieving positive and professional results, Noe *et al.* (2009) also remarks that they will experience more job satisfaction, effectiveness and productivity. The process of occupational-professional management includes job discovery, job development and utilization of effective and appropriate strategies for achieving occupational purposes about staffs, ultimately it causes job development and performance and productivity improvement. In this regard, Merchant Jr. (2010) believe the staffs that their career advancement is planned successfully they do self-evaluation and providing an opportunity for fulfilling organizational needs is significant for them. Career advancement planning makes them to provide goals, commitments and more practice for achieving long-term success within organization. Therefore, the organization by supporting such employees' career advancement is having a major role for helping them to have a proper understanding of organization needs and ultimately it will provide occupational commitment and performance improvement for organization success. Ituma and Simpson

(2007) believes that designing career advancement for staffs is a crucial factor that empowers them to adjust their job and their orientation towards organization. Ultimately such orientation causes commitment and effectiveness of high performance while lack of balance among job, profession and staffs' orientation towards organization causes dissatisfaction and productivity decrease.

Also believe the factors that are effective on manpower productivity are: job nature and individual personality (appropriateness of the job and staff), incentive (materialistic and spiritual), awareness and job recognition, job satisfaction, working life quality, participation of the individual in organization activities, participation of the individual in activities, the importance of staffs for top managers and not only attention on work and ultimately behave fairly with individuals. We can state that all above mentioned factors are the aspects of important indicators for designing career advancement. Therefore, it can be said that:

- H_1 : patterns of career advancement for staffs of Isfahan post bank branches are having significant relation with their productivity

Since in this study the meaning of career advancement is the four developed models by Brusseau so:

- $H_{1.1}$: linear career path patterns have a significant relationship with productivity level of employees
- $H_{1.2}$: spiral career path patterns have a significant relationship with productivity level of employees
- $H_{1.3}$: specialized career path patterns have a significant relationship with productivity level of employees
- $H_{1.4}$: unsustainable career path patterns have a significant relationship with productivity level of employees

Adjusting role of staffs' personality traits on improving the relation of career advancement patterns and productivity level of staffs: In more than two recent decades, some studies have been done based on personality models they are mostly mentioned the role of personality as one of the most important things on occupational performance, success and productivity as a result, different personality traits of people in talents and readiness for doing some roles and responsibilities and also being unable to take some roles. In addition to it due to the significance and role that work force is having within an organization, focusing on subjects that cause performance increase, absence decrease, job quit and ultimately productivity increase is always a priority for researchers (Kamdydh, 2002).

Relating to this researchers believe that organizations' productivity depends on vision, knowledge, skills, talents and staff behavior and their compatibility with their positions (Schmitt, 2003). Zonker believes the individuals who are having a job matched with their abilities and values are having less difficulty for getting compatible with the job. In results of several studies it is indicated that one of the factors that causes organizational performance increase is the personality of the individuals. Compatibility and harmony between personality and the type of environment causes more compatibility with the job and profession also it is a positive point for organizational performance. One of the psychologists believe that people based upon the type of their personality their family are tending to a specific job and if such personality is compatible with his job, the individual will be more successful in his organizational performance. In addition it is indicated that, the personality of people is highly effective on selecting activities, absents recruitments, etc. We shall consider, regarding personality theory, one of the most important motivations for selecting a job and continuing of it is the type of vision towards the job. Therefore when individuals see the appropriateness of the job and tasks and opportunities and they feel that they have the appropriate opportunities to develop their profession regarding their personal traits, therefore they will experience more job development and their performance will be better (Coetzee and Schreuder, 2002). In this regard, one of the important studies in field of relation among personality patterns and their career advancement within organization is the study by Coetzee and Schreuder (2002) in results of their research they found out that the concept and models of career advancement (Linear, Spiral, Specialized and temporarily unstable) are having significant relation with individuals' personality traits. These two researchers explain that recognition of relation between type of personality and the models of career-profession helps provide a valuable theoretical and practical vision for designing career advancement within today's organization variable environment in a way that recognition of such relation can be an appropriate and reliable forecaster for the patterns of career advancement and it considers motivations, value and behavioral-perceptive patterns for determining their career advancement within organization and ultimately it impacts the performance and the level of staffs' productivity (Coetzee and Schreuder, 2002). Regarding the reviewed results we can state that:

- H_2 : staffs personality traits are having adjusting role in relation of the patterns of staffs of Isfahan post bank branches career with their productivity. Since in this study the meaning of career advancement is the four developed models by Kenneth *et al.* (1996), so:

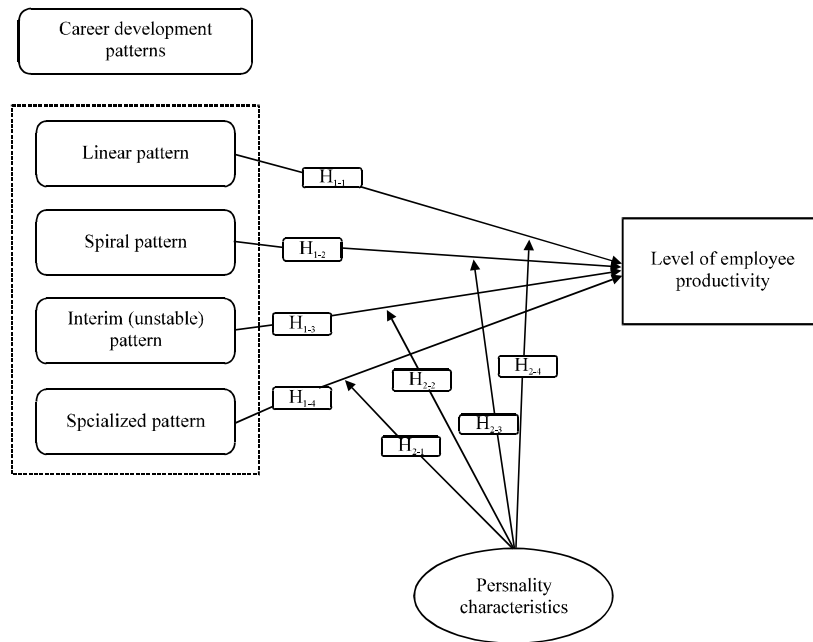


Fig. 1: The Research proposed model

- $H_{2.1}$: employees' personality characteristics have moderating role in the relationship between linear career path patterns and the level of productivity of employees
- $H_{2.2}$: employees' personality characteristics have moderating role in the relationship between Spiral career path patterns and the level of productivity of employees
- $H_{2.3}$ employees' personality characteristics have moderating role in the relationship between specialized career path patterns and the level of productivity of employees
- $H_{2.4}$ employees' personality characteristics have moderating role in the relationship between unsustainable career path patterns and the level of productivity of employees.

Based on the theoretical framework and developed hypotheses, Research proposed model is Fig. 1.

MATERIALS AND METHODS

This study is practical and in terms of nature is descriptive-survey. In order to test every three main variables of the study (career advancement patterns as the independent variable, staffs productivity variable as dependent variable and the variable of personality traits as the adjusting variable), three below questionnaires:

- Researcher questionnaire, made from career advancement patterns (taken from Kenneth including 6 questions in four dimensions relating to four models of career advancement
- Scale of testing employees' productivity (ACHIEVE) designed, including 26 questions
- 20 questions scale of NEO five personality traits

The population is all the staffs of Isfahan Post Bank branches that are selected as samples through random clustering. Since in order to test research hypotheses, structural equation model with Amos software is utilized, therefore the number of samples shall be among 5-10 times more than the questions of the questionnaire. Therefore, for the current questionnaire which has 52 questions, at least we need 254-520 individuals as samples that 350 people of sample in this study are acceptable. Also based upon Cochran Formula, the number of samples for a 730 membered society is 252 people. Therefore, regarding that this number and regarding the adequate principle of the samples, 350 people of staffs have been considered.

RESULTS AND DISCUSSION

Data analysis

Analysis of demographic statistical sample and reliability of the questionnaire: The results of descriptive evaluation of samples and reliability of variables are indicated in Table 1 and 2.

Based on the results of Tables 1 and 2, most of samples are men, their level of education is BA/BS and their job experience is <10 years. Also, reliability for all

Table 2: Results of a descriptive analysis of the statistical samplepercentage

Demographic variables	Frequency	Percentage
Gender		
female	85	24.28
Male	265	75.72
Education		
Diploma	3	085.00
Associate Degree	52	14.85
BS	200	57.14
Master	95	27.14
Job history		
Under 10 years	123	35.14
11-15 years	112	32.00
16-20 years	75	21.42
21-25 years	22	6.28
26 and upper	18	5.14

Table 3: Total reliability and validity of variables

Variables	Cronbach's alpha
Patterns of career development	0.776
level of employee productivity	0.823
Personality characteristics	0.821
The entire questionnaire	0.811

three main variables and also whole questionnaire were >0.75 that indicates the high reliability of questionnaire.

Descriptive analysis based on patterns dominant career development: To analyze the results of the individual's responses to the questions of career development patterns in the first step it was required to convert responses of career development patterns in a way that they can be provider of each of the patterns. Therefore, 4 series of data points, each of which represents one of the patterns of the entire sample has been achieved through designing computing application in excel software which calculates point of each career development patterns from perspective of statistical samples. Then, the dominantcareer development pattern recognition in studied organization from employee's view has been started using calculation of central index arithmetic mean. Variation range of each of these 4 computational variables, was between 0 and 6. This means, each person selected item related to each patterns several times in six questions which were answered for the patterns of career development path. The results of these calculations are presented in Table 3.

Therefore, the most statistical sample agreement on the pattern of and spiral career development has been studied in the organization. Linear pattern is in the second rank in third place temporary-stable pattern and finally specialized pattern is in the last place. It should be mentioned that both linear and spiral pattern with a slight difference are two dominant patterns in the studied organizations. In addition, specialized and unstable pattern by a far distant, are presented as pattern of career path development in this organization.

Table 4: Mean values of each of the 4's career development patterns in the studied organizations

Career development patterns	Central index mean
Linear pattern	1.93
spiral pattern	1.96
Interim(unstable) pattern	0.91
Specialized pattern	0.78

Table 5: Kolmogorv-Smimov test results

Variables	Level of significance
Linear career development path	0.4100
Spiral career development path	0.1110
Temporary - unstable career development path	0.9900
Specialized career development path	0.0710
The level of employee productivity	0.0740
Personality characteristics	0.0971

Normality tests of the statistical sample: To carry out structural equations default of normalizing the data and variables is required. To assess the normality of the data in this study, Kolmogorv-Smirnov test has been used. If the mount of level of obtained significance of the variables will be under 0.05, then H_0 is confirmed and data distribution is not normal. If the level of obtained significance degree for the variables will be higher than 0.05, then H_0 is rejected and data distribution is normal.

- H_0 : data distribution is normal
- H_1 : data distribution is not normal

According to Table 4 and according to the obtained level of test significance of the software which is higher than 0.05 for all variables, the result of H_1 is accepted and abnormality of the research's data distribution is rejected. Therefore, data distribution in each variable of the research is normal and a precondition for normalization of data in each variable to carry out structural equation has been established.

Structural equation model of the hypothesis test

Reviewing the statistics of the model fit: Statistics of the fitness has been used to recognize the level of consistent of experimental data and conceptual model. Different indicators are used to ensure a good model fit in structural equation modeling. In Table 5, the most important ones with obtained amount for research structural model and acceptable scope of the research are represented: according to Table 5, all statistics of developed structural fit model are located in acceptable scope and then the structural model fit of the research is confirmed.

Hypotheses test results: Since, the research model has a moderator variable, based on the principle of considering moderator variables to structural equations, the effect of moderators is multiplied by the effect of independent variables and then the result is considered a single variable to measure the impact on the dependent variable.

Table 6: Statistics structural model fit

Fitness indicators	Quantity	Interpretation of results	Criterion
Relative Fit Index (RFI)	0.894	Confirmation of fit	0_1
Bentler-Bonnet Normalized Fit Index (NFI)	0.101	Confirmation of fit	0_1
Comparative Fit Index (CFI)	0.412	Confirmation of fit	0_1
Principle of Economy Normalized Fit Index (PFI)	0.518	Confirmation of fit	0.5- 0.6
Principle of Economy Comparative Fit Index (PCFI)	0.624	Confirmation of fit	At least 0.60

Table 7: Results of testing hypotheses

Hypothesis	Value CR	(Factor loading)	The significance level	Results
1-1	2.500	0.610	0.000	Confirmed
1-2	3.415	0.430	0.000	Confirmed
1-3	1.547	-	0.000	Rejected
1-4	1.200	-	0.000	Rejected
2-2	2.426	0.750	0.000	Confirmed
2-2	3.217	0.660	0.000	Confirmed
3-2	3.029	0.570	0.000	Confirmed
4-2	3.175	0.490	0.000	Confirmed

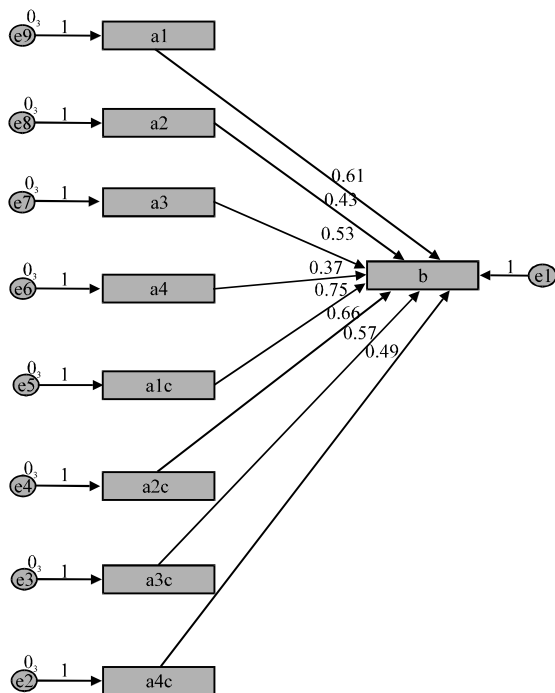


Fig. 2: Output of software in about total of adjustment relationship dependent and independent variables in structural model

Therefore as for multiplication two unit numbers are needed but each of the latent variables in structural equations have some questions or observable variables, first, relying on the central arithmetic mean index, all data related to the questions of each latent variable are arithmetically averaged and therefore each of the independent variables, i.e., “the four models of career development path” as well as the moderator variable of “personality characteristics of employees” have become a number. Then, by multiplying the two numbers for each of the hypotheses that have measured the relationship of moderator variables with the dependent variable

(hypotheses 1-2-2-4) this number is included in the structural equations. The results are provided in Fig. 2.

To confirm the hypothesis, the CR statistic value should be larger than 1.96. Therefore, considering the calculation inserted in Table 6 and 7 since the value of CR statistic (critical ratio) provided for hypotheses 1-1, 1-2, 1-3, 2-1, 2-2, 2-3 and 2-4 is larger than 1.96 and since the significance level is smaller than 0.05, therefore the hypotheses are confirmed at the 95% confidence level. However, since the value of CR statistic provided for hypothesis 1-4 is smaller than 1.96, the hypothesis is rejected at the 95% confidence level.

CONCLUSION

The study pursued three objectives. First, it was to identify which of the career development path models studied in this research in the organizations surveyed (Post Bank of Isfahan Province) is reported to be dominant in the eyes of employees. The results show that the dominant models for career development path in the organization, were the spiral model and the linear one with a slight difference. However, two other models were reported with smaller amounts (especially the specialized model).

The second objective was to determine if any of the four models of career advancement, could affect an employee's productivity levels? The results in this case showed that the linear and the spiral career path models could affect employees' productivity levels but unstable and specialized models were not approved by the sample in the case of ability, understanding and recognizing staff, organizational support, motivation, feedback, credit and compatibility to have any effect. Therefore, given that, the two spiral and linear models in this study were reported as the dominant models of career development, it is obvious that the staff assume these models as factors for job promotion and productivity than other models.

As Merchant Jr. (2010) also believe, staff with successful career development plan, will have more goals, commitments and action to achieve long-term success in their organizations. Therefore, supporting the staff with career development, the organization has an important role in helping staff to develop an understanding of the needs of the organization and ultimately employees will improve engagement and performance in line with the organization's success.

Finally, the third objective was to determine whether personality traits can play a role in moderating the impact of career models on improving employee productivity? The results in this regard indicated that the five personality traits (neuroticism, extraversion, openness, agreeableness and conscientiousness), will, according to the employees, make all the four career development path models to have more and stronger impacts on employee productivity. The results showed that personality traits might even cause the two unstable and specialized models also affect employee productivity in spite of not being reported as dominant.

The result is consistent with previous studies such as Coetzee and Schroeder (2002) who found a significant relationship between concepts and models of career development path (linear, spiral, specialized and temporary-unstable) and personality traits of individuals. Understanding the relationship between personality types and career-profession path models, helps a valuable theoretical and practical perspective to design paths for career development in today's changing environment and can be used as an appropriate and reliable predictor of professional development of staff, through including motivations and values and behavioral-perceptual models of employees in determining their career path within the organization and ultimately affect performance and productivity of employees.

According to the results, human resource managers and planners are suggested to include psychological and personality traits of employees in the organization for alignment between employees' career paths through assessing the level of ability and skills. In addition, since in this organization, the spiral model was reported as dominant for career advancement of employees, it could be understood that human resource managers of the organization pay attention to creativity, freedom and innovation of staff. Therefore, it is recommended that human resource managers to strengthen the mechanisms of incentive to raise their declared areas, because higher levels of employee productivity with this model has also been approved. Finally, they are recommended to assess the level of productivity in order to design career development path for employees to maximize their

capabilities in different jobs according to their different employment records. The study had also some limitations. One of these limitations was that external environmental factors could also affect the model of career development. These factors include culture, economy, society, etc. which can make an organization to provide a certain career path model. In addition, the number of items of the questionnaire was among the limitations that could reduce the generalizability of the results due to impatience and reduction of exactness of employees to complete the forms.

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