

# Career Path Management between the Theory and Application: Measuring its Relationship with Satisfying Employees' Needs: A Study on the Jordanian Commercial Banks

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## Abstract

Based on what has been proved in theory; human resources constitute the inimitable competitive advantage, and retaining them is crucial for sustainability. Hence it is necessary to satisfy employees' needs to reduce their intention to leave. Many researchers suggested career path management as a tool for satisfying employees' multi needs; accordingly this study aimed to examine the degree to which Jordanians Commercial banks are engaged in career path management in terms of career path planning, and career development (socialization, coaching and mentoring, and counseling), and if the Banks are able to satisfy employees needs based on Maslow's five sets of needs.

The study aimed also to assess the relationship between career path management and satisfying employees' needs.

7 banks participated in the study, 50 employees from each Bank represented the sampling unit, the questionnaire used for collecting the required data and information, 336 questionnaires were valid for statistical analysis using SPSS version 22.

The main results of the study revealed that the surveyed banks are engaged in career path management, except for counseling sessions.

Relied on the respondents' answers the Banks are able to satisfy three sets of needs "the security, self-esteem, and self-actualization".

The statistical results show also that there is a statistically significant relationship ranged between moderate to strong between career path management dimensions and the five sets of needs satisfaction " physiological, security, social, self- esteem and self-actualization".

Based on the findings it is recommended to enhance the continuity of career path management process, in addition to search for means that can satisfy the physiological and social needs of employees.

**Keywords:** career path management, career path planning, career development, employees' needs, Jordanian commercial banks

## 1. Introduction

After the seventieth of the last century business organizations confronted unprecedented challenges; globalization forced new patterns of competitiveness; that prompt business organizations to look for sources to enhance their capabilities (Abu Bakir, 2018).

Armstrong & Tayler (2014) mentioned that in their search for excellence organizations realized the value of human resources as the most critical source for attaining the sustainable competitive advantage. Consequently a radical shift took place; from traditional human resources management to strategic management and from short term human resources planning into long-term strategic planning (Das & Kodwani, 2018).

Lyria, Namusonge, & Karanja, (2017) commented that organizations success relied on those who have incremental learning and long experience in the work place, according to (Bakir, 2017) it is not enough to attract

qualified talents; retaining them is more pivotal. Dhanpat et al. (2018) pointed out that satisfying employees needs is the corner stone for keeping them in the long run.

Baruch (1996) and many researchers after underlined career path management (CPM) as a tool for satisfying human resources, he confirmed that utilizing in (CPM) elevates the moral of employees and reduces their intention to leave.

In accordance to Chew, & Girardi (2008); Adekola, (2011); Coetzee & Potgieter (2014) providing the opportunity for development and managing employees career path considered one of retaining human resources strategies. The yield of career path management encouraged organizations to engage in the process especially services organizations; Iuga (2014) highlighted the significance of career management in gaining strategic benefits and boost the performance of the European banking sector. For Osibanjo, Oyewunmi, & Ojo, (2014) attracting and retaining bank's customers necessitate employees' capabilities and devotion of time and efforts for this purpose. Naviad & Lohdi (2015); Tobing (2016) illustrated that career path management practices are likely to satisfy the diverse needs of the banking sector employees, they argued that satisfied employees are ready to do more than what it is expected from them. So that this study seeks to achieve the following purposes:

First: to examine the degree to which Jordanians commercial banks are engaged in career path management in terms of career path planning, and career development (socialization, coaching and mentoring, and counseling),

Second, this study seeks to find if the Banks are able to satisfy employees needs based on Maslow's five sets of needs.

Finally the study attempts also to assess the relationship between career path management and satisfying employees' needs.

### *1.1 The Problem Statement*

The Jordanian banking sector is operating in a rapidly changing environment and is experiencing rapid competition among banks, especially as they all are offering mostly similar services, and competing to attract the same pool of customers. Services quality, in addition to building direct interactive relationships with customers surely will gain customers loyalty and retention as Kotler et al., (2016) declared. Efforts had to be dedicated from the entire Bank's staff for these purposes. In the same context Al-Abdullat, & Dababneh, (2018) suggested that in order to achieve customers' satisfaction, the various needs of employees must be satisfied. Meanwhile many studies Zhao, & Zhou, (2008); Kumudha, and Abraham, (2008); Navaid & Lodi, (2015); Yavarpour, Peykani & Gholizadeh (2017) recommended that resorting to career path management is one of the solutions commercial banks can invest in to satisfy the needs of their employees and retaining them. So that the study is based on answering the following questions:

1. Do the Jordanian commercial banks engage in career path management in terms of career path planning and career development?
2. Are the Jordanian commercial banks able to satisfy the needs of their employees?
3. Is there a statistically significant relationship between career path management (career path planning, career development) and satisfying employees' needs?

## **2. The study's model and hypotheses**

### *2.1 The study's Model*

The study relied on testing the relationship between the following variables:

The independent: (career path management) is measured through career path planning at the individual level and at the organization level, and through career development, which is measured through 3 organizational activities: socialization, mentoring and coaching and finally counseling.

The dependent variable: (employees' needs) is measured through 5 groups of needs "physiological, security, social, self-esteem and self-actualization"

The hypothesized relationship between the two variables is presented in figure (1)

### *2.2 The Study's Hypotheses*

The study seeks to examine the following null hypotheses:

**H<sub>01</sub>**: The Jordanian commercial banks don't engage in career path management

H<sub>01</sub>: the Jordanian commercial banks don't engage in career path planning

Ho<sub>1</sub>: the Jordanian commercial banks don't engage in career development

Ho<sub>2</sub>: The Jordanian commercial banks aren't able to satisfy the needs of their employees "Physiological, security, social, self-esteem, and self-actualization".

Ho<sub>3</sub>: there is no statistically significant relationship between career path management (career path planning, career development) and satisfying employees' needs (Physiological, security, social, self-esteem, and self-actualization).

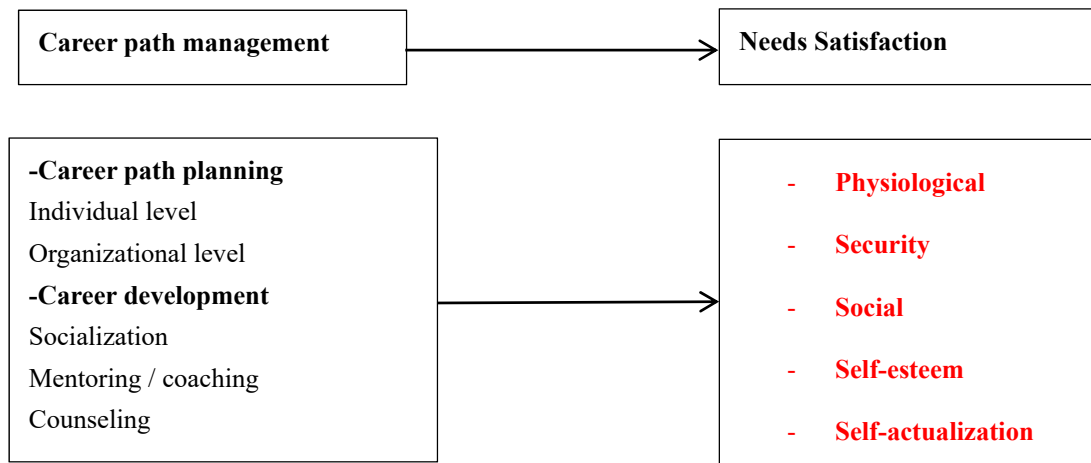


Figure 1. The study's model

### 3. Theoretical Back Ground and Literature Review

#### 3.1 Career Path Management

The concept of career path management has its domination in the strategic phase of human resources management, in its beginnings it aimed to gain the right consistency between employees' qualifications and the positions they occupied (DeCenzo & Robbins, 2010).

After the seventieth of the last century the concept was concerned with deeper aspects of human resources management. In addition to the matching between people competencies and jobs requirements, it highlighted employees contribution in achieving organizational strategic objectives (Hlanganipai, & Mazanai, 2014). Moreover each part of the term has its own content. **Career** can be defined as the group of the individual work experiences and the positions he/ she occupied over working life either in one organization or more (DeNisi & Griffin, 2010). **Path** refers to the sequence progress of these positions during the person career life, regardless of the degree of success or failure that he or she achieves (Byars, & Rue, 2006).

##### 3.1.1 Types of Career Path

Baruch, (2004) argued that organizations no longer are relied on conventional upwards forms of paths, they transferred to use several career paths, each has its stipulations and objectives.

Despite this transformation the vertical career path is the most widely used in organizations. It stands on the presumption that the individual will occupy a series of sequence positions each of them is at a higher level in the organizational structure than the previous level (Yavarpour, et al., 2017); (Dessler, 2014); (Armstrong & Taylor, 2014). While the horizontal career path takes the form of job rotation (Baruch, 2006), employees are more likely to acquire knowledge, and skills than responsibilities and positions. They move through a series of diverse jobs and functions in the same managerial level (Decenzo & Robbins, 2010).

Recently, Caruth, Caruth, & Pane, (2008) stated that organizations invest in the network career path where employees moves horizontally first to obtain the needed skills and be able to understand and perform several types of jobs, then they will move up climbing the ladders to higher positions.

##### 3.1.2. Career Path Management Process

According to Dessler (2014) it is a comprehensive approach comprised of all the techniques and activities that

are concerned of planning for employees future jobs, and developing them to be able to perform these jobs successfully.

The concept has its weight at the end of the twentieth century as part of talents management where organizations spent time, efforts and cost in planning and developing talents to achieve strategic objectives (Dehghani, 2014). Snell, & Bohlander (2013) indicated that the process has two sequential stages, organizations and individuals are engaged first in career path planning and then in career development.

### 3.1.3 Career Path Planning

Career path planning stems from the supposition that the employee after hiring starts to work in an organization and he/ she will continue to work for that organization until retirement (Baruch, 2006). Caruth et al. (2008) viewed career path planning as an integral part of human resources planning; they commented that both types of planning related to human resources future. Torrington et al., (2014) remarked that in organizations career path planning is conducted at two parallel complementary levels, organizations and employees shared the responsibility of the process. Decenzo & Robbins (2010) illustrated that organizations management provide employees with the current and future positions and jobs requirements. In accordance to Zhou, & Li (2008) an accurate continuous feedback of performance appraisal, supported by the weakness and strengths areas are accessible to all employees.

Meanwhile individuals are not separated from career path planning process; they are engaged in their own future planning (Navaid & Lodi, 2015); employees who are fully aware of and monitor future careers are able to stand on their success or failure reasons, (Presbitero, 2015); Chang Boon Lee, (2002) cleared out that those employees have the ability for self-directing, utilize the information they received to set their goals and the road map to attain their ambitions. At this step DeNisi, & Griffin, (2010) stated employees are involved in formal self-assessment which will be revised by supervisors and human resources manager; employees put down in a questionnaire their future vision and expectations.

Management interventions in this stage exceed the revision process, employees are equipped with supportive teaching and counseling sessions and career development programs (Dessler, 2014).

### 3.1.4 Career Development

Kaya & Ceylan (2014) explained that career development is a formal method to reach the right matching between the human resources qualifications with present jobs and fulfill the future needs.

Byars & Rue (2006); Foong-ming, (2008) perceived career development as an organized, planned efforts and continuous endeavors that aimed to obtain fitness between jobs and the essential competencies.

Coetzee, & Potgieter (2014) clarified that career development had a wider focus than training, broader scope and longer range, it compasses education, behavioral modifications, acquiring experiences and skills for adding value, Adekola, (2011) argued that career development is a shared process, build up on joined individual and organizational initiatives, for Snell, & Bohlander (2013) the determined employees always have proactive personal efforts for development and promoting their abilities. Meanwhile organizations also must deal with career development as a key business strategy if they seek to survive in an increasingly competitive environment (Lyria et al., 2017).

So that organizations recently are cautious that employees necessitate organized direction, Baruch (2006) remarked that organizations interventions in addition to formal training and development programs can have the form of socialization, mentoring and coaching and counseling programs.

#### 3.1.4.1 Socialization

It is a learning process enables the new employee to adapt to the organizational norms (Robbins & Judge, 2013).

Jackson, Hollmann, & Gallan, (2006) mentioned that it is a social exchange process, aimed to reduce uncertainty and any type of ambiguity the employee may have, it provides individuals with the identity and enhances group cohesion.

#### 3.1.4.2 Mentoring and Coaching

Pillay, Dawood, & Karodia, (2015) explained that visionary human resources who desire to occupy higher management levels need the help and guidance in setting their goals, priorities, and work standards.

Decenzo & Robbins, (2010) explained that in organizations senior employees are assigned to assist junior employees in self-assessment and in identifying skills gaps and weakness points that needs amendment.

### 3.1.4.3 Counseling Programs

It is a formal problem solving interventions and a direct connection between employees and their managers, supervisors, the human resources manager, or sometimes a specialist inside organizations. Navare, (2008) stated that counseling is a type of dialogue to reach an intersection between the individual expectations and goals with what the organization plan for him / her.

Dessler (2014) commented that counseling sessions assist the employees to define, diagnose the problems they have, and share in finding the best solutions that benefit both the employee and the employer.

### 3.1.5 Benefits of Career Path Management

The topic of career path management (CPM) attracted the attention of researchers, many of them were interested in examining the impact of career path management on organizations performance and others were concerned of (CPM) influence on individuals attitudes and behavior (Snell, & Bohlander, 2013).

The study of Pillay et al., (2015) which was conducted at south African Petroleum Sector revealed that career development is an energizer for better organizational performance, also the study which was carried out on a group of Kenyan organizations Lyria, et al., (2017) found that there is a positive impact of career management on organizational performance.

Meanwhile Baruch, (2006) view career development as a tool for avoiding employees' job burnout, and for minimizing job stress.

Zhou & Li, (2008) examined the connection between career management and job involvement in the Chinese organizations, the results which relied on a survey of four organizations staff supported the significant impact of all the dimensions of career management on employees' job involvement.

Baffour & Achemfuor (2013) results revealed that lack of career path planning and development resulted in dissatisfaction among South African teachers.

Kong, Cheung, & Song, (2012); Dehghani (2014) tested the influence career management has on hotels industry staff, in their research they found that (CPM) affected positively employees' self-actualization.

Coetzee & Potgieter (2014) found that career management at the organization and individual levels are positively influenced employees self-esteem.

Kaya & Ceylan (2014) findings indicated that career path management lead to organizational commitment, and employees' satisfaction at Istanbul province in Turkey.

Shawabkeh (2017) indicated that there is a positive influence of career path management and planning on creating citizenship behavior of the middle level managers at Greater Amman Municipality.

### 3.2 Employees' Needs

It was proved that employees' retention is one of the strategic objectives business organizations intend to achieve (Bakir, 2017). Competent and loyal human resources are the base for organizations survival and progress, and therefore keeping them is critical (Moh'd, 2019).

Torrington et al., (2014) mentioned that employees will not stay as long as their needs are not satisfied, they are always searching for the work place that satisfy sufficiently their multi needs.

According to Sadri & Bowen (2011) employees' needs were one of the topics that attracted the attention of human resources management and organizational behavior thinkers.

Despite the multiplicity of motivation theories, Maslow's theory of needs was the most widely used in determining the different needs of individuals and their priorities (Stum, 2003).

In 1943 Maslow introduced his needs theory through his paper "theory of human motivation" and then followed by "Motivation and Personality" which was published in 1954.

Maslow assumed that everybody has 5 groups of needs, had to be satisfied in a sequence starting with physiological needs, safety, love ( social) , self-esteem and finally self-actualization (Luthans, 2011).

These five sets of needs are grouped in a pyramid, and distributed into two groups, the first three needs are labeled as (the lower order needs) these are extrinsic and had to be satisfied through others or by external motivators (Robbins & Judge, 2013).

Whilst the other two needs; (the higher order needs) are intrinsic and are satisfied internally through self-motivation by the person him/ herself enthusiastic (Alajmi, & Alasousi, 2019).

### 3.2.1 Physiological Needs

They are the basic needs for human life, and vital for survival (food, water, shelter... etc) these needs are characterized as innate. In Maslow's theory physiological lied at the bottom of the needs pyramid, they are the starting point in the satisfying process (Gibson et al., 2012).

Jerome, (2013) mentioned that in accordance to Maslow's theory individuals moved ahead higher up to satisfy the security needs after satisfying physiological needs.

In organizations payment, compensations and other benefits are likely the means to enable the employees satisfy their physiological needs (Hunting, & Conroy, 2018).

### 3.2.2 Security Needs

They represented the second sets of needs, these needs are connected with the feeling that the person is protected from harm, including physiological and psychological (health and well-being), economical (financial) .. etc .

In organizations security encompassed job security, disability accommodations, health and safety procedures in work place, Insurance policies, social security and other retirement preparations (Cao et al., 2011).

Sadri, & Bowen, (2011) remarked that these activities are not fixed they can vary from one organization to another. Any endeavors that aim to protect employees are considered within organizational efforts to satisfy these needs.

### 3.2.3 Social/Belonging Needs

After fulfilling the physiological and security needs the third set of needs are associated with feelings, and the necessity to be part of a group (Luthans, 2011).

Maslow clarified in his theory that the internal sense of love and belongingness and acceptance from others are critical, particularly that the humans are social being in their nature (Alajmi & Alasousi, 2019).

Due to Stum (2003) satisfying social needs enable employees to avoid the feeling of loneliness and depression. In organizations formal group and team work are helpful in satisfying this need.

Jerome (2013) suggested forming informal groups and building up internal positive environment, enhancing information transfer and sharing to facilitate satisfying social needs.

### 3.2.4 Self Esteem Needs

Maslow assumed that individuals need to feel good about themselves, and also need to feel that the others perceive them positively. This need is about status and recognition.

Coetzee & Potgieter, (2014) mentioned that self-esteem has two aspects: the first is the higher self-esteem that is reflected in the individual inner feeling of self-confidence and self-acceptance, then the lower self-esteem which is connected with others' respect and recognition, Hence in organizations those who have low personal self-esteem must be supported with training and development courses in personal mastery and empowerment (Sadri, & Bowen, 2011).

Meanwhile to satisfy the lower level self-esteem need; employees must share in value added activities; (Robbins & Judge, 2013). Moreover organizations are better to be engaged in appreciation tangible actions (Al-Abdullat, & Dababneh, 2018).

### 3.2.5 Self-actualization Needs

It lied at the top of the needs pyramid, this need is stimulated from individuals ambitions and their desire for progress and growth, it is called also the "being needs" (Hunting, & Conroy, 2018).

According to Maslow the person will not reach to satisfy this need unless the other needs are satisfied, it is the outcome and the value added he/ she can have after satisfying the other needs (Jerome, 2013). Maslow (1954) explained that self-actualized persons are alert enough of their weakness and strengths; they have the ability to build their future plans. They have clear perception of themselves and of others and of the environment they operate in.

Maslow added that self-actualized persons interact with others continuously but in a non-conventional way. They are pioneers in problem solving and in creating solutions (Gibson et al., 2012).

Constructed on Maslow's propositions Self-actualization needs push employees to enhance their capabilities, they are energized to utilize the available resources beyond rationality (Alajmi & Alasousi, 2019).

## 4. Research Methodology

The study followed the descriptive analytical approach, in answering the study's questions and in testing the

degree of career path management application and its relationship with satisfying employees needs at the Jordanian Commercial Banks.

#### *4.1 Research Population and Sample*

The population of the study is consisted of the Jordanian commercial banks, According to the Jordanian Central bank records, there are 13 Jordanian commercial banks in Jordan, 7 out of these agreed to participate in the survey to form the convenient sample of the study. From each Bank (50) employees were selected randomly totaling (350) employees from different managerial levels represented the sampling unit of the study.

#### *4.2 Sources of Data and Information*

1. Secondary sources: books, and previous studies and journals represented the main employed secondary sources.

2. Primary sources: the researcher relied on the questionnaire as the study tool to collect the needed information and data. (More details in the following section).

##### *4.2.1. The Study's Tool and Variables Measurements*

For collecting the needed data and information the researcher developed a questionnaire which was consisted of 3 sections: The first section is connected with the respondents' demographic information in terms of gender, position, education, age and experience.

The second section encompasses (25) questions measuring the level of applying career path management: (career path planning at the individual (5) questions, and at the organizational levels (5 questions), and career development (socialization, (coaching and mentoring) and counselling, totalling 15 questions 5 for each.

In formulating the above mentioned questions the researcher relied on Decenzo & Robbins (2010); Armstrong & Taylor (2014); and Dessler (2014), in addition to the questionnaires that were utilized in the previous studies.

The third section is concerned with employees' needs satisfaction relying on Maslow's needs theory ("physiological needs, security, social, self-esteem and self-actualization) each need of these was measured through 5 questions, totaling (25) questions.

To assess the degree of respondents' agreement on the substance of the research questions; Likert 5 scale utilized, the estimation was as follows "Strongly agree (5 points), agree (4 points), neutral (3 points), disagree (2 points) , and strongly disagree (1 point)". 350 questionnaires were distributed, 345 were retrieved, 336 of which were valid for statistical analysis using the (SPSS 22).

##### *4.2.2 Tool's Validity and Reliability*

To check the validity of the questionnaire the researcher used the face validity to assure that the questions are suitable to measure the variables of the study. Consequently it was revised by group of Instructors, and build on their comments the questionnaire was corrected. While the questionnaire's reliability was computed by Cronbach Alpha coefficient. According to Sekaran (2003) reliability is related to the extent to which the study's variables measurement is stable and provide consistent results with repeatability under similar conditions, and Cronbach Alpha coefficient is suitable for this purpose particularly when Likert 5 scale is utilized in the questionnaire, where the minimum acceptable level is 70%.

Table (1) shows that all the values of Cronbach's alpha are above 0.70; the values articulated that the questionnaires' statements for each variable are internally consistent, and hence the questionnaire is reliable.

Table 1. The results of Cronbach alpha

Variable/s (career Management)	Path	Cronbach value	Alpha	No. of questions	Variable/s (employees 'needs)	Cronbach value	Alpha	No. of questions
Career path planning at the individual level		0.883		5	Physiological needs	0.861		5
Career path planning at the organization level		0.880		5	Security needs	0.865		5
Career path planning (total)		0.921		10	Social needs	.0.877		5
Socialization		0.874		5	Self-esteem needs	0.828		5
Coaching and mentoring		0.808		5	Self-actualization needs	0.843		5
Counseling		0.855		5				
Career development ( Total)		0.922		15				

## 5. Statistical Analysis Results

### 5.1 Respondents' Characteristics

Table (2) displays the frequencies and percentages of respondents' characteristics. The results show that the respondents distributed between males 60.7% and females 39.3 %, more than 50% of the respondents are young (67.8 less than 40 years old), 86 % of the respondents have at least Bachelor degree, 61.6 % of them have between 5-15 years of experience in the same Bank, in addition to 64.8% of them have no managerial positions. These numbers indicated that career path management will be critical for those progress and promotion.

Also this diversity of respondents in terms of gender, positions, education, age, and experience are reflected in comprehensive different perceptions regarding the nature of managing career path at the surveyed banks.

Table 2. Respondents' characteristics

	Frequency	Percentage
<b>Gender</b>		
Male	204	60.7
Female	132	39.3
<b>Position</b>		
Employee	218	64.8
Head of department	105	31.3
Manager	13	3.9
<b>Education</b>		
Less than Bachelor degree	47	14
Bachelor	206	61.3
Master	75	22.3
Ph.D	8	2.4
<b>Age</b>		
less than 30 years	102	30.3
30- less than 40	126	37.5
40- less than 50	98	29.2
50 years and more	10	3.0
<b>Experience in the same workplace</b>		
Less than 5 years	93	27.7
5-less than 10 years	105	31.3
10-less than 15 years	112	33.3
15 years and more	26	7.7
<b>Total</b>	<b>336</b>	<b>100.0</b>



## 5.2. Descriptive Statistics Results

In this section of the statistical analysis the researcher calculates the means and standard deviations of all the questions that measure the study's variables,

The arithmetic means signaled the degree of agreement on the questions content; meanwhile the standard deviation indicated the degree of dispersions for each question mean from the total mean.

### 5.2.1 Career Path Management Results

Table (3) manifests the results of the total means and standard deviations of career path management dimensions, in comparison with the neutral mean value (3) it is clear that the 2 dimensions of career path planning have total means (3.44 and 3.33) > 3, which means that respondents are convinced they have full opportunities for their own career path planning and the banks they are operating at considered career path planning important, the surveyed employees assumed that they are provided with the necessary information and help for completing the process successfully.

For career development 3 dimensions, socialization get the highest mean (3.63) followed by mentoring and coaching (3.48), while counseling has the lowest total mean (2.98).

These numbers indicated from the view of the respondents that the surveyed banks encouraged employees to promote their capabilities and equip them with the necessary formal teaching sessions and direct guidance.

Except for counseling sessions, this dimension in accordance to the respondents didn't have the same interest from the banks management as the other two dimensions.

Table 3. Descriptive results of career path management

Career path management dimensions	Mean	Std. Deviation	Std. Error Mean
Career path planning at the individual level	3.44	.814	.04418
Career path planning at the organization level	3.33	.88	.04805
Socialization	3.63	.77	.04178
Mentoring / coaching	3.48	.83	.04548
Counseling	2.98	.94	.05115

N=336

### 5.2.2 Needs Satisfaction Results

Table (4) displays the total means and standard deviations of the respondents' answers related their needs satisfaction. They were asked if they are provided with sufficient levels of compensations, incentives, job security, space for social and informal interactions, respect from supervisors and colleagues, future plans and opportunities for promotion and development to satisfy their needs.

The table shows that the Physiological needs has a mean less than (3), (2.93) this result can be explained by the continuous inflation and the escalating price increase in Jordan that resulted in decreasing the purchasing power of the citizens either they are operating at the private (services, including banking sector and manufacturing) or governmental organizations.

The social needs also get a mean less than (3), the justification in accordance to group of the respondents that work load and the nature of competition between employees sometimes formed an obstacle in the face of satisfying the social and love needs.

Meanwhile the other three needs, job security, self-esteem and self-actualization record higher than (3) total means; which denoted that the respondents are feeling safe from termination and the banks provide them with health insurance, social security and, safety and health internal environment, meanwhile employees feel that they have an accepted level of respect whether from their supervisors, or colleagues and from customers as so.

Due to the respondents answers all these situations make them able to plan for future and looking forward to fulfill self-actualization needs.

Table 4. Descriptive statistics results of needs satisfaction

Needs dimensions	Mean	Std. Deviation	Std. Error Mean
Physiological needs	2.93	1.11	.06073
Security needs	3.30	1.06	.05816
Social needs	2.96	1.03	.05632
Self-esteem needs	3.22	.85	.04632
Self-actualization needs	3.55	.86	.04715

N= 336

### 5.3 Testing Hypotheses Results

One sample t test with (test value = 3) and confidence interval 95% are used for testing Ho1, Ho1-1, Ho1-2, and also to test Ho2. According to Sekaran (2003) these hypotheses will be rejected if T sig levels are less than (0.05).

#### Ho1 Results

Table (5) displays the first main hypothesis Ho1 and its sub hypotheses results.

The values of t and t sig were as follows:

Career path management: 20.168 at 0.000 sig level, For career path planning at the individual level: 9.959 at 0.000.

For career path planning at the organizational level: 6.844 at 0.000.

For career development dimensions:

Socialization: 10.654 at 0.000.

Mentoring & coaching: 15.072 at 0.000.

For counseling: - 0.326 at 0.745.

The above mentioned results show that the sig level for all the career path management dimensions are less than 0.05 except for (counseling); signaled that the surveyed banks are engaged in career path management in terms of career path planning and career development excluding counseling sessions.

Table 5. Ho1 results

Career path management dimension	Test Value = 3				
	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
Career path management (total)	20.168	.000	.95860	.8651	1.0521
Career path planning at the individual level	9.959	.000	.43998	.3531	.5269
Career path planning at the organization level	6.844	.000	.32887	.2343	.4234
Socialization	10.654	.000	.48452	.3951	.5740
Mentoring / coaching	15.072	.000	.62976	.5476	.7120
Counseling	-.326	.745	-.01667	-.1173	.0839

#### Ho2 Results

To test Ho2 one sample t test is calculated. The results at table (6) manifest t sig values of the 5 sets of needs satisfaction, they were as follows: The Physiological needs 0.277, The social needs 0.460.

For the security needs, the self-esteem needs and the self-actualization needs = (0.000)

Due to the respondents perception: the values exposed that the Jordanian commercial banks are not able to satisfy the physiological and the social needs of their employees, relying on t sig level of both sets of needs which are > 0.05, meanwhile the banks are able to satisfy the other three types of employees needs, t sig level of these needs are < 0.05.

Table 6. The results of Ho2

Employees needs	Test Value = 3				
	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
Physiological	-.740	.460	-.04167	-.1524	.0691
Security	5.076	.000	.29524	.1808	.4097
Social (love)	-1.088	.277	-.06607	-.1855	.0534
Self-esteem	4.806	.000	.22262	.1315	.3137
Self – actualization	11.602	.000	.54702	.4543	.6398

**Ho3 Results**

To test Ho3 Pearson Correlation Coefficient (R) is computed to express the relationship between career path management dimensions and the satisfaction of the five sets of needs. In accordance to Evans (1996) Pearson correlation is a measure that identified the existence of a relationship between the variables, the direction of the relation whether positive, or negative (inverse relationship), and the strength of the relationship.

0 indicated “no relationship between variables” while (1) means full correlation.

According to Evans (1996) the strengths scale of (R) are as follows:

If  $R \geq 0.80$  it is a very strong relationship.

If the value of R is between 0.60 and 0.79 it is treated as strong relationship.

If R is between 0.40 and 0.59 expressed a moderate relationship.

The value between (0.20-39) indicated a “weak relationship”.

Meanwhile if  $R > 0$  to 0.19 it is considered a “very weak” relationship.

Table 7 shows that there are statistically significant relationships between the variables due to the values of sig levels (0.000) which are less than 0.05. It is obvious that the correlation between career path management dimensions and the first four sets of needs satisfaction ranged between moderate to strong link. Meanwhile there are strong relationship between career path management dimensions and satisfying the self-actualization needs.

Table 7. Pearson correlation results of Ho3

Career path management dimensions	Needs Dimensions	Physiological	Security needs	Social needs	Self-esteem	Self-Actualization
		R	R	R	R	R
		Sig	Sig	Sig	Sig	Sig
Planning at the individual level		.577**	.758**	.442**	.534**	.684**
	0.000	0.000	0.000	0.000	0.000	0.000
Planning at the organizational level	moderate		(strong)	moderate	moderate	(strong)
	0.000	0.000	0.000	0.000	0.000	0.000
Socialization	moderate		moderate	(strong)	(strong)	(strong)
	0.000	0.000	0.000	0.000	0.000	0.000
Mentoring	moderate relationship		(strong)	(strong)	(strong)	(strong)
	0.000	0.000	0.000	0.000	0.000	0.000
Counseling	(strong)		(strong)	(strong)	(strong)	(strong)
	0.000	0.000	0.000	0.000	0.000	0.000
	moderate		(strong)	moderate	moderate	(strong)
	0.000	0.000	0.000	0.000	0.000	0.000

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

**6. Discussion and Recommendations**

Theoretically it was proved that modern organizations are aware of the significance of retaining human resources,

and they believed that qualified human resources are the key for sustainable competitive advantage (Moh'd 2018).

Many studies found that there is a positive relationship between satisfying employees needs and their intention to stay. In the same context Dessler, (2014); Armstrong & Tayler (2014); Decenzo & Robbins (2010) declared that career path management in terms of career path planning and career development, and enable employees for growth and progress, will satisfy their diverse needs .

So that this research attempts to examine the degree to which Jordanian commercial banks are engaged in career path management, and to examine also if these banks are able to satisfy the needs of their employees and finally the study aims to assess the relationship between career path management endeavors and satisfying employees' needs which were measured based on Maslow's 5 sets of needs (Physiological, security, social, self-esteem and self-actualization). 7 out of 13 banks participated in the study, 50 employees from each bank were selected randomly.

For collecting the needed data and information the researcher relied on a questionnaire, 350 questionnaires distributed, while 336 were valid for statistically analysis. The results of Ho1 revealed that Jordanian commercial banks are involved in career path planning, at the individual and organizational levels, and also the Banks are aware of the critical process of equipping employees for career development. Even though the participants sought that there is a shortage in counseling sessions and formal counseling activities. Meanwhile the results of Ho2 proved that the Jordanian commercial banks are trying their best to satisfy the needs of their employees, according to the respondents' point of view it is not easy to satisfy the physiological needs due to the continuous inflation in the Jordanian economy. The respondents also perceived difficulty to satisfy their social and love needs due to the long working hours, and work load that limit the direct interaction inside the bank.

Pearson Correlation analysis of Ho3 shows a statistically significant relationship ranged between moderate to strong between career path management dimensions and satisfying the 5 sets of employees needs. These results go in line with the results of Adekola (2011) which underlined career path management and its effect in boosting the satisfaction of the Banking sector staff. The study of Chew, & Girardi, (2008) also proved that there is an association between career path management and employees satisfaction and in return their commitment. The results of the third hypothesis also match the findings of Kong et al., (2012) and Dehghani, 2014. Both studies emphasized the major role of career management in fostering employees' morale, and in energizing their efforts for progress, and in return satisfying their needs. This study underlined the positive influence of career path management on satisfying the last two needs of Maslow' pyramid; this proposition is consistent with the conclusions of Zhou, & Li, (2008); Coetzee & Potgieter, (2014); and Lyria, et al., (2017). Finally the study has several implications for banks management and human resource managers; the results highlighted the importance of career path planning at both levels, and career development, and their impact on satisfying employees' needs. The study provided insights on the relationship between career management, satisfying the different needs of the employees and retaining vital staff within the organization.

Based on what was introduced in the statistical analysis part of the study, it is recommended to pay more attention to satisfying physiological and social needs of Banks employees.

Furthermore, providing continuous consultation, guidance and counseling sessions to employees to make the process of career planning and development easier. These organizational initiatives will generate positive feelings among employees that they are valued. The yield will be high levels of job satisfaction, and decreased in turnover rate.

For future research it is recommended to examine the impact of career path management at other sectors than commercial Banks, and taking in considerations some other dependent variables than needs satisfaction.

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