

THE IMPACT OF CAREER CONCERNS ON ATTITUDES AT WORK

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Abstract:

This article examines the impact of career concerns on the work attitudes of employees at the CEVITAL company in Bejaia. Focusing on employee satisfaction and commitment, it aims to identify how these concerns influence these key attitudes, using a quantitative method, the study provides a better understanding of the phenomenon as a whole. The SUPER. D (1990) is used to assess employees' career concerns in relation to their attitudes at work. The analysis highlights the importance of understanding the influence of career concerns on work attitudes, essential to creating a work environment that fosters positive attitudes, thus improving employee satisfaction and commitment. CEVITAL is committed to creating a stimulating work environment by promoting professional fulfillment and fostering success.

Key words: Career concerns; Work attitudes; Job satisfaction; Commitment.

1. Introduction:

Algerian companies operate in an unstable and complex environment, which calls for rational management of production resources, especially human resources. Human resources are no longer simply a department, but an essential driver of development. Human resources management (HRM) encompasses a range of policies aimed at optimizing the use of talent, from hiring to knowledge transfer, while also responding to employees' professional aspirations. In this context, career management becomes crucial to motivate, retain talent and plan for succession.

Career management goes beyond simply satisfying organizational skill requirements. It must also address employees' individual concerns, which play a decisive role in their professional attitudes, such as organizational commitment, job satisfaction and proactive behavior. Effective career management strategies can have a positive impact on overall performance, in particular by fostering positive professional attitudes and minimizing the negative effects of disengagement.

Research shows that career concerns, such as career advancement and work-life balance, directly influence attitudes to work. For example, employees at the beginning of their careers may be more motivated and enthusiastic, while those at the end of their careers may be more detached. Organizations therefore need to tailor their career management strategies to each employee's career stage, as highlighted by Super's model.

Studies, such as those by Gosselin et al (2009, 2022), have shown that career management practices focused on workers' individual needs promote job satisfaction and improve professional attitudes. Companies that implement these practices can create a stimulating work environment conducive to personal and professional development. In other words, the more personalized and numerous career management practices are, the more satisfied and committed employees will feel.

The importance of career concerns also extends to employee motivation and proactive behavior. Those with clear career goals are often more motivated and successful. On the contrary, those whose concerns are unclear may become less motivated, affecting their performance at work. Turcotte et al (2011) have developed a learning model of professional attitudes that integrates career concerns, showing that learning through observation, experience and training can help develop positive professional attitudes.

So it's vital for companies like CEVITAL to understand the link between career management and professional attitudes. By adopting career management strategies tailored to different career stages, companies can improve employee motivation, retention and overall performance. This can include tools such as talent recruitment, continuous training, professional mobility and regular feedback. Such an approach enables companies to cultivate a rewarding work environment, while ensuring their long-term competitiveness and success.

The problem to be explored in this research is as follows: To what extent do career concerns influence employees' professional attitudes at CEVITAL?

This questioning aims to shed light on the links between career management and professional attitudes, while providing avenues for improving human resource management strategies in Algerian companies.

2. Assumptions:

2.1. Main hypothesis:

Career concerns influence employees' professional attitudes within CEVITAL.

2.2 Secondary assumptions:

H1: CEVITAL employees' career concerns have a positive impact on their satisfaction. H2: CEVITAL employees' career concerns have a positive influence on their commitment.

3. Definition of concepts:

3.1. Career concerns:

a. Theoretical definition:

According to Donald Super (1957), career concerns are the thoughts, feelings and motivations an individual has about his or her professional development. They include issues and challenges encountered at different stages of one's working life (Gosselin et al., 2009).

b. Operational definition :

Career management refers to all the actions taken by an organization to promote the professional development of its employees.

3.2. Work attitudes:

a. Theoretical definition:

Work attitudes refer to the favorable or unfavorable dispositions of individuals towards colleagues, objects or events in their work environment. They are a central topic in organizational psychology (McShane et al., 2013, p. 113).

b. Operational definition:

Professional attitudes represent behaviors and ways of interacting with colleagues, superiors and the work environment in general. They influence productivity, collaboration and reputation within the organization.

3.3. Job satisfaction:

a. Theoretical definition:

Job satisfaction is a positive emotional state resulting from an individual's evaluation of his or her work or professional experiences (Akremi et al., 2006, p. 68).

b. Operational definition:

Job satisfaction refers to a feeling of general well-being and fulfillment experienced by an individual in his or her job. It encompasses a positive attitude towards tasks, colleagues and the organization.

3.4. Professional commitment:

a. Theoretical definition:

Professional engagement is a positive and fulfilling emotional state, characterized by vigor, dedication and absorption in work (Gosselin et al., 2017, p. 116).

b. Operational definition:

Professional commitment is the physical, psychological and emotional investment an individual makes in his or her work. It includes active involvement, intrinsic motivation and a strong attachment to the organization and its objectives.

4. Pre-investigation:

Pre-survey, as defined by (Beaudry, 2008, p. 22) is an essential preliminary stage in the research process. It consists of an initial visit to the site, aimed at "providing an overall picture of the situation" and "becoming aware of the nature and scope of the material to be processed".

As part of our research, we carried out a pre-investigation at CEVITAL. This was essential to the design and development of our research objective. In fact, the pre-survey fulfils several crucial functions:

- Familiarization with the research field: This allows you to immerse yourself in the study environment, observe practices and interactions, and understand the socio-cultural context in which the research is taking place.
- Clarification of problem and hypotheses: The pre-survey enables us to refine the research question, formulate more precise hypotheses and better define the variables to be studied.
- Determining the study population: This enables us to identify the relevant types of stakeholders to be interviewed and to define the sample selection criteria.

Pre-survey implementation at CEVITAL

The first few days of our practical training were devoted to pre-surveying. During this period, we implemented various data collection techniques:

- Observation: We observed the behavior of employees in oil and sugar packaging units, in order to understand their daily practices and interactions within the company.

- Preliminary interviews: We conducted semi-structured interviews with a number of employees to gather their perceptions, experiences and viewpoints on our research topic.

- Document collection: We collected official company documents, such as annual reports, brochures and press articles, to obtain additional information on CEVITAL's background and activities.

The pre-survey proved to be rich in lessons and played a decisive role in the direction of our research: - Familiarization with the field: The pre-survey enabled us to familiarize ourselves with CEVITAL's working environment, to understand the rules and standards in force, and to forge links with employees.

- Formulating hypotheses: The information gathered during the pre-survey enabled us to formulate more precise and targeted hypotheses, in line with the realities on the ground.

- Defining concepts: The pre-survey enabled us to clarify the key concepts of our research and adapt them to the specific context of CEVITAL.

- Choice of methodology: The data collected during the pre-survey enabled us to determine the most appropriate methodology for carrying out our research, taking into account the constraints and opportunities in the field.

- Determining the sample: The pre-survey enabled us to identify the relevant types of profiles to be interviewed and to define the sample selection criteria for representative data collection.

5. Survey area:

Founded in 1998, CEVITAL is one of Algeria's largest private industrial groups. Located in Béjaïa, it plays a major role in the regional and national economy, with diversified activities ranging from agroindustry to distribution and heavy industry. The Béjaïa site is particularly well known for its agri-food production facilities, notably the oil, sugar and margarine refinery. The company employs a large number of workers, with a diversity of profiles ranging from executives to operatives, in a dynamic environment marked by a culture of innovation and performance. CEVITAL is renowned for its commitment to vocational training, the improvement of working conditions, and the development of its employees' skills, making it an ideal place to study workers' professional concerns and attitudes.

6. The method used:

In the development of scientific research, we need to use an effective research method that is relevant to the nature of our theme and corresponds to the objective of our research. For this reason, we will use the quantitative method, which aims first to measure the phenomenon under study. Used to describe and compare different results obtained as they are in reality.

7. Techniques used:

All scientific research is determined by the method and techniques followed by the investigator in order to realize and concretize the information acquired by the researcher. In fact, different stages are followed by the researcher to gather information and measure results with the aim of verifying the hypotheses established in the first stage of research.

7.1. Data collection techniques:

We used a scale as a research technique, enabling us to synthesize the results obtained in order to achieve the objectives set. The function of this method is to extend the scope of the research and to verify statistically the extent to which the information and hypotheses previously established are generalizable. The scale used is that developed by Super (1990), entitled "Inventory of Career Concerns". It measures the degree of preoccupation of individuals with the different stages and tasks of career development, according to Donald Super's theory. This theory suggests that career development follows several stages: exploration, establishment, maintenance and disengagement (or decline). However, we have excluded the first stage of exploration and the first sub-dimension (stabilization), as these stages have already been completed by the participants we interviewed, who have already chosen a profession and are developing within it.

Our research is structured around two main axes. It begins with an introduction explaining to respondents that this is an anonymous survey carried out as part of a Master's research project.

The first axis concerns the social characteristics of respondents. We are interested in gender, age, marital status, level of education and professional category.

The second axis deals with questions relating to the assessment of individuals' concerns at different stages of their career development. It measures five key dimensions of career attitudes: crystallization, exploration, choice, stabilization and maintenance, based on the scale developed by Super, Thompson and Lindemann (1988).

7.2. Data analysis technique:

SPSS statistical software: And to obtain good regression results, use the following indices:

- Percentages and frequencies: to calculate the personal characteristics of the study sample.

- The average: This is the set of numbers is the quotient of the sum of these numbers by the number N of elements considered.

- Percentage: is the frequencies used to calculate the personal characteristics of the study sample.

- Single-sample test: This is a test for calculating and interpreting our data.

- Range of values: to explain each part of this scale, the range makes it possible to categorize the scores of individuals according to their level of motivation with regard to their career. This will enable us to analyze the results obtained using SPSS software, and relate them to the different types of career attitudes concerned. Our ranges have been calculated to describe the dispersion of job satisfaction and employee commitment data.

-For these sub-dimensions (consolidation, advancement, maintaining position, updating, innovation and slowing down, retirement planning, retired life) assess different phases or aspects of a person's career. Each of these sub-dimensions can have up to 5 points, and there are 5 of them, making a maximum total of 25 points. Dividing this range into three clearly distinguishes those who are :

[5-11.66[low

] 11.66-18.32[medium

18.32-25] high.

-For the following dimension: (establishment) in a similar way, this dimension is evaluated on 10 aspects, each rated from 1 to 5, with a possible total of 50 points. Dividing this range into three similar thirds clearly distinguishes individuals who are :

[10-23.33[low] 23.33 -36.33[medium 36.33 -50] high

-For the dimension: (maintenance and disengagement.) is evaluated on 15 aspects, each rated from 1 to 5, the possible total of points is 75. Again, dividing this range into three similar thirds distinguishes individuals who are "low" (15-35), "medium" (35-55) and "high" (55-75) in their career disengagement.

[15-35[low] 35-55 [medium 55-75] high.

8. Sampling:

Since we can't survey the whole population, we needed to take a representative sample. So we opted for probability sampling. It would be possible to carry out simple random sampling by focusing on several characteristics of the survey population. Our sample will be constructed on www.psychologyandeducation.net

the basis of a few characteristics relevant to our research, namely: gender, age category, marital status, level of education, professional category, etc.

According to Laurent and Rossi Simple random sampling is implicitly based on the absence of spatial structure, which is equivalent to considering the variable to be homogeneous over the entire surface under study, and should be avoided as a major source of error. Intuitively, it's clear that taking several measurements of the same variable at very close sites means collecting very similar information several times (redundant information), while sub-sampling other areas of the study zone. Soil scientists generally use a regular square-mesh sampling plan.(Laurent & Rossi, 1997)

8.1. Sample characteristics:

Characterization of the study sample reveals several significant aspects. Firstly, in terms of gender, the sample is predominantly male, with 85% of participants being men and only 15% women. Furthermore, in terms of age, a majority of individuals aged between 41 and 50 make up the sample, followed by those aged 31 to 40, 20 to 30, and finally those aged 51 and over. In terms of marital status, most participants are married (73%), while singles represent 20% and divorcees 7%. As for level of education, the majority of participants (67%) have a university degree, followed by those with a secondary education (30%), and a minority with a primary education (3%).

Finally, in terms of occupational categories, managers represent the largest group (48.3%), followed by supervisors (30%) and operatives (21.7%). This distribution highlights a high concentration of managerial roles within CEVITAL, which may have implications for organizational dynamics and the distribution of responsibilities.

9. Discussion of results:

9.1. Discussion of results relating to the first secondary hypothesis:

Based on the statistical reading of the first hypothesis, which states: "CEVITAL employees' preoccupation with their careers has a positive influence on their satisfaction", it is clear that career preoccupation has a significant impact on employee satisfaction. Based on the statistical analysis, it is clear that career preoccupation has a significant impact on employee satisfaction. This can be explained by the idea that a person who cares about their career is more committed to their work, as they see their current role as an important step towards their long-term career

goals. As a result, they are more likely to enjoy their work, which translates into greater job satisfaction.

Furthermore, our results are in line with numerous previous research studies which have shown strong links with job satisfaction. An employee who views his or her career development positively has a high level of involvement, performance and effectiveness, which can lead to greater satisfaction.

However, it's important to note that the positive impact of career concerns on job satisfaction can be influenced by various factors, such as organizational support for career development, a sense of fair treatment at work, work-life balance, and organizational culture. So CEVITAL, as an employer, has a key role to play in ensuring that these factors are positive, to further improve employee satisfaction.

In reviewing the results of our study, it's important to note that several previous studies have also found a positive correlation between career concern and job satisfaction.

The study conducted by TARHOUNI. N and BENNANI. K. S in *Management et Sciences Sociales* (2021) supports this hypothesis by highlighting the positive impact of career concern on employee satisfaction. The results of this research highlight that CEVITAL employees who place significant importance on their careers tend to be more satisfied with their jobs.

A 2009 study by Eric Gosselin, Renaud Paquet and Brenda Marcoux focused on the impact of different career stages, as defined by Donald Super's theory, on employees' attitudes towards work. They show that individuals are in search of information about different career options, and may therefore have an attitude of curiosity and openness. Then, during the establishment stage, individuals focus on building their career and may develop an attitude of motivation and determination. In the mid-career stage, individuals are generally more stable in their careers and may have an attitude of satisfaction and stability. (Gosselin et al., 2009)

Khalil Aït Saïd's study adds a further dimension to our understanding of this impact. It shows that job satisfaction is not based solely on objective criteria such as salary or position, but is also strongly influenced by subjective, personal criteria. Thus, the study suggests that CEVITAL employees, by focusing on subjective aspects of their careers such as personal fulfillment, the ability to balance professional and personal spheres, feelings of recognition and opportunities for professional advancement, can perceive career success, leading to greater job satisfaction. (Khalil Aït Saïd, 2018)

Another study by AMABILE and KRAMER, summarized in their work "The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work" (2011), provides strong support for our research. These researchers highlight the importance of modest daily achievements as an essential vector of internal gratification for employees. They support the sense of task advancement as important to personal career goals and a powerful driver of job satisfaction. This research therefore demonstrates that career preoccupation and commitment to work contribute significantly to a positive perception of one's professional role and increased job satisfaction. Consequently, it asserts that an employee's interest in their own career development and investment in their missions are factors that positively influence how they feel about their role in the company, and contribute significantly to their job satisfaction. (Amabile & Kramer, 2011).

9.2. Discussion of results relating to the second secondary hypothesis:

According to the statistical reading of the second hypothesis, "Career concerns among CEVITAL employees positively influence their commitment". This discussion puts forward the idea that employees' career aspirations and prospects can be the driving force behind a stronger bond with their employer, particularly at CEVITAL.

By accepting the hypothesis of a beneficial impact of career concerns on employee engagement, it implicitly implies that CEVITAL has implemented effective talent management policies. By focusing on the ongoing professional development of its employees, it not only improves their well-being and job satisfaction, but also forges a stronger commitment to the company. This translates into the creation of a valued corporate culture, employee loyalty and improved organizational performance, which validates our hypothesis. When employees perceive the company's investment in their professional future, they are naturally more willing to actively contribute to the organization's success. This dynamic is particularly observed in the study entitled "The impact of perceived remuneration on the threedimensional organizational commitment of Knowledge Workers". This research explores the way in which workers' knowledge and expertise, valued through their remuneration, influence their organizational commitment, analyzed through three dimensions: affective, continuation, and normative.

According to this study, fair and satisfactory remuneration leads knowledge workers to develop an affective sense of belonging to their company. They are also likely to feel a commitment to continuity, seeing their remuneration as advantageous compared to the

alternatives available on the market. This perspective underscores the importance of perceived career prospects and financial return on professional investment, helping to reinforce motivation, career progression, and adherence to long-term goals. Consequently, according to Trabelsi Et Le Berre, (2009) optimal professional attitudes emerge, such as dedication, increased productivity, and a pronounced sense of initiative

Another seminal study by MEYER and ALLEN in 1991 played a key role in our understanding of organizational commitment, thanks to their three-dimensional model. This model distinguishes three key aspects of commitment: affective, continuous and normative. Affective commitment manifests itself in an employee's deep sense of emotional attachment, identification and active participation in his or her company. Ongoing commitment refers to the employee's awareness of the personal and professional costs of leaving the organization. Finally, normative commitment refers to the sense of duty that motivates employees to stay with their current company. These researchers have highlighted the vital importance of valuing individual contributions and providing opportunities for professional growth in encouraging these types of commitment.(Meyer & Allen, 1991)

Applying this to the CEVITAL context and our hypothesis, we can therefore say that the company's interest in its employees' career trajectory can positively influence their commitment along these three dimensions. By offering recognition and development prospects, CEVITAL not only increases the well-being of its employees; it also encourages their willingness to invest and persist within the organization, by virtue of affective considerations, as well as a calculation of benefits and a sense of duty. This is a good example of how following career aspirations at CEVITAL can translate into increased employee commitment.

Furthermore, our analysis suggests that strategic compensation management plays a crucial role in how employees view their career paths and their commitment to the company. Offering competitive compensation packages and clearly defined career development plans can significantly boost the commitment of knowledge workers, thereby positively influencing their attitudes and professional behavior. Thus, by focusing on the career aspirations of its employees, CEVITAL can not only enrich their professional experience but also solidify their commitment to the organization. Our study reveals that when knowledge workers feel their remuneration is fair and adequate, they are more likely to develop an affective commitment to their company. They

may also feel a continuing commitment if remuneration is seen as highly advantageous compared to alternatives on the job market.

9.3. Discussion of results relating to the main hypothesis:

Based on the statistical reading of the main hypothesis: "Career concerns influence employees' work attitudes at CEVITAL." The aim of this study is to highlight the importance of career expectations and aspirations on work behaviour. Employees who perceive opportunities for career development within CEVITAL tend to demonstrate higher intrinsic motivation, job satisfaction and commitment to the organization. The opportunity to progress, to be entrusted with increasing responsibilities and to gain recognition for their skills can encourage them to adopt a more proactive and positive attitude. It is useful to draw on previous studies that analyze the impact of career aspirations on employee behavior.

According to Deci and Ryan's (1985) theory of self-determination, individuals are motivated to grow and change by innate needs for competence, autonomy and belonging. When employees feel that their careers meet these needs, their intrinsic motivation increases, which in turn improves their performance. CEVITAL, by supporting career development aligned with these psychological needs, could therefore cultivate more positive professional attitudes.

A study by Ng and Feldman (2014) supports our hypothesis, indicating that individuals who actively care about their career development tend to be more engaged, more satisfied with their jobs and to exhibit better job performance. The authors suggest that this commitment may be due to the alignment between employees' career goals and the organization's objectives. (Ng & Feldman, 2014) it highlights that subjective career success is multidimensional and can be influenced by different factors such as work-life balance, personal achievements, interpersonal relationships at work and recognition by peers and supervisors. Organizations can adapt their human resources management to better meet their employees' aspirations, which is essential for the development of a positive, high-performance corporate culture, as at CEVITAL, where career concerns and professional attitudes are closely interconnected.

So the company needs to maintain a proactive career management strategy, implementing policies that support employees' professional and personal development, in order to promote positive and productive attitudes at work.

10. Conclusion:

At the end of our research on: "The study of the influence of career preoccupation on professional attitudes", we were able to affirm that employees' individual perceptions of their career development play an essential role in shaping their attitudes at work. It has become clear that when employees perceive opportunities for advancement and growth within their organization, their commitment increases, as does their job satisfaction.

Our in-depth exploration of the complex relationship between career concerns and professional attitudes has brought to light the influence that a professional development perspective can have on the commitment, satisfaction and behavior of individuals within CEVITAL.

Throughout the course of our research, it became clear that career management policies and practices, when properly implemented, have the potential to create a more engaged and satisfied workforce. All this translates into positive attitudes such as job satisfaction and organizational commitment, which benefit both the individual and the corporate community.

Our research at CEVITAL enabled us to put into practice the theoretical concepts we had previously acquired. This internship period was crucial to understanding the value the company places on adaptation strategies and professional autonomy. Specifically, we were able to observe and learn how CEVITAL integrates professional training, workstation optimization, improved working conditions and employee well-being at the heart of its HR policy.

Firstly, our first hypothesis was confirmed by analysis of the statistical results. Indeed, our study shows that career concerns among CEVITAL employees play a major role in their level of job satisfaction. This positive correlation suggests that when employees perceive opportunities for advancement and professional development within the company, this is positively reflected in their overall appreciation of their work environment.

Our second hypothesis is also supported by the data collected during our study at CEVITAL. Statistical analysis revealed

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