

# AN EMPIRICAL INVESTIGATION ON THE PREDICTORS OF THE SUBJECTIVE MANAGERIAL CAREER SUCCESS IN TURKEY

Halis DEMİR<sup>(\*)</sup>

**Özet:** Bu çalışma ülkemizdeki yöneticilerin öznel yönetsel kariyer başarılarının belirleyicilerini incelemeyi amaçlamıştır. Çalışmada finansal başarılar, hiyerarşik başarılar ve kariyer tatmini öznel yönetsel kariyer başarıları olarak ele alınmıştır. Öznel yönetsel kariyer başarılarının belirleyicileri olarak demografik özellikler, insan sermayesi, iş değeri, aile ve örgüt-yapı değişkenleri seçilmiştir. 246 yöneticimizden elde edilen verilere regresyon analizi uygulanmıştır. Analiz sonuçlarına göre, ağırlıklı olarak, demografik özellikler, iş değeri ve örgüt-yapı bağımsız değişkenleri, bağımlı değişken olarak ele alınan öznel yönetsel kariyer başarılarının üç yönlü üzerinde etkili olmuştur.

**Abstract:** The main purpose of this research is to examine the nature of the predictors of subjective career success of the managers in Turkey. Career satisfaction, hierarchical success, and financial success were used as subjective career success in the study. Demographic variables, human capital, work values, family, and structural or work variables were selected for the study as determinants of subjective career success. Regression was analysed the data obtained from 246 managers. According to the analysis result, independent variables including demographic, work value and structural variables have affected the three dimensions of subjective career success.

## I. Introduction

What factors lead some managers to be more successful in their careers than others? (Judge et al., 1995, p:485). Understanding the factors that predict career success is a topic that interests individuals and organization. As more organizations encourage to employees to manage their own careers, these individuals have sought guidance about doing this effectively. At the same time, organizations continue to have an interest in identifying the factors that predict career success in order to effectively select and develop high-potential employees. Given the importance of careers to individuals and organizations, there is a need to examine the factors that influence career success (Wayne et al. 1999, p:577).

Past research in the occupational literature has led to the integration of the terms "career" and "success" to refer to objective and subjective elements of achievement and progress of an individual through the vocational lifespan (Nabi, 1999, p:212 ; 2001, p:457; Judge et al.,1995, p:486). Of Hall who defines career as a sequence relating work experiences and activities directing personal and organizational goals, through which a person passes his or her lifetime

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<sup>(\*)</sup> Yrd.Doç.Dr. Ondokuz Mayıs Üniversitesi İİBF

partly under their control and partly under those of others is among the widely-accepted conceptualizations of career. (Orpen, 1994, p:27). Success is an evaluative concept. Evaluation requires judges and a criterion against which an outcome can be assessed (Jaskolka et al.,1985, p:189). As consistent with the above concepts, Judge et al. (1995) noted that career success can be defined as the positive psychological or work-related outcomes or achievements a person has accumulated as a result of one's work experiences (p:486).

Career success can be divided into objective and subjective forms and measured either in terms of socially defined criteria or individual career aspirant's own subjective criteria (Aryee et al., 1994, p:488). Because career success is a value judgement and that whether a career is considered successful depends on who does the judging (Jaskolka et al., 1985, p:189; Rozier et al., 1998, p:691). Research concerned with success must therefore consider to whom and by what criteria a given indicator connotes success. If success is to be judged reliably by others, the criteria used must be relatively objective and visible to others. When individuals judge their own success, they can use internalized aspirations and goals that are not visible to others as criteria; the result of such judgements are relatively subjective internal states or feelings (Jaskolka et al., 1985, p:190). In the light of these considerations, objective career success has been measured in terms of society's evaluation of achievement with reference to extrinsic measures, such as salary, promotions and status. In contrast, subjective career success has been measured in term of an individual's feelings of success with reference to intrinsic indices, such as perceptions of career accomplishments and future prospects (Nabi, 1999, p:212; 2000, p:457).

Researchers have traditionally tended to focus on objective type of career success. This type of career success is determined on the basis of relatively objective and visible criteria because they are judged by others. In contrast, internal or subjective measures of career success are not easily judged by others (Rozier et al., 1998, p:692). As noted by Gattiker and Larwood (1989), looking at careers from the perspective of the individual employee demonstrates that career success is a construct which exists only in people's minds and has no clear boundaries (Gattiker and Larwood, 1989, p:75 ; Aryee et al.,1994, p:488 ).

It has long been assumed in society that managerial careers are desirable because people having these positions are more satisfied in both the job and nonjob aspect of their lives. Among the reasons offered for this high degree of satisfaction are that managers have greater societal prestige, a range and challenge of job activities and an autonomy in meeting the demands of their positions. It is now becoming apparent that these assumptions may no longer be as justified as they have been in the past (Korman et al., 1981, p:342). Many successful individuals, despite their high salaries and status, do not feel successful in their own careers. Earning a high salary may be important and

desirable, but it is only one part of the story. It is generally agreed that individuals also want to feel successful in their careers in relation to their career achievements, values and aspirations. Thus, career success is a very subjective phenomenon. It is characterised by the way in which the individual perceives his or her work experiences (Nabi, 2000, p:458).

#### *A. The Purpose of The Study*

The examination of individual perceptions of success is important since these types of researches might reveal that individuals feel more differently about their accomplishments than an outsider might expect (Gattiker and Larwood, 1990, p:705). It is important to pursue our knowledge about which factors may influence those individuals' organizational careers (Gattiker and Larwood, 1988, p:570). Because these factors would be important in helping organizations design more effective career systems, and individuals develop career management strategies which would enhance their career success (Aryee et al., 1994, p:488). Therefore, the main purpose of this research is to examine the nature of the predictors of subjective career success of the managers in Turkey.

This study employed to predict the determinants of subjective career success derived heavily from Jaskolka et al. (1985); Aryee et al. (1994); Gattiker and Larwood (1988, 1989, 1990); Judge et al. (1995); Nabi (1999, 2000); Poole, (1993); Wayne et al. (1999); Korman et al. (1981)'s studies. The variable set and items used to measure determinants of subjective career success were taken from Aryee et al. (1994)'s study in order to see if the predictors for subjective career success are the same as our managers. Although the current study doesn't include an additional contribution to the literature, as pointed to the above, the importance of careers to individuals and organizations entails to examine the factors that influence our managers' career success. The study is also important as it is one of those first researches in this area in Turkey.

## **II. Theoretical Framework and Hypotheses of Research**

#### *A. Career Success: Objective and Subjective Career Success*

One of the major shortcoming in the career success literature has been an adequate conceptualization of what "career success" mean (Poole et al., 1993, p:40). Career success can be defined as the positive psychology or work-related outcomes or achievements one has accumulated as a result of one's work experiences (Judge et al., 1995, p:486). Objective career success includes observable career achievements which can be measured by means of external or objective criteria such as pay and promotion rates, which utilize social or organizational definitions of success or failure (Gattiker and Larwood, 1988; Jaskolka et al., 1995; Wayne et al., 1999). In contrast, subjective career success has been defined as an individual's feeling of accomplishment and satisfaction with his or her career (Korman et al., 1981; Gattiker and Larwood, 1988; Poole

et al., 1993; Aryee et al., 1994; Judge et al., 1995; Nabi, 1999), which is partially based on objective indicators. Based on this definition, one subjective indicator of career success is an individual's self-report of career satisfaction, with facets including career advancement, salary growth, and professional development (Wayne et al., 1999, p:579).

As noted by Judge et al. (1995), subjective career success can be conceptualized as consisting of two components: current job satisfaction and career satisfaction. If a career is a sequence of work-related positions (jobs) occupied throughout a person's life, subjective career success will include current job satisfaction just as the career includes the current job. Job satisfaction is defined as "a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences". Career satisfaction, in turn, is defined as the satisfaction individuals derive from intrinsic and extrinsic aspects of their careers, including pay, advancement, and developmental opportunities (Judge et al., 1995, p:487).

Mobility is other component of career success. The usual indicators subsumed under the term career mobility are the frequency of promotions or the period of time an individual has stayed in the same position. The frequency of promotion is a valuable indicator for assessing career mobility, since it is important for an individual's ascent in a corporate. From a subjective perspective, it is important to determine how a person perceives his or her level in organizational hierarchy. Perceptions are defined as cognitive representations of career mobility attributes and include the significance of these attributes to individuals (the perceived level in a hierarchy). Thus, a person could perceive him or herself to be relatively low in the hierarchy even though an outside observer may feel differently (Gattiker and Larwood, 1989, p:77). So, hierarchical level perceived in people's mind is career success, which represents hierarchical success. Hierarchical success is to be perceived a pleasurable situation by individual for ascent in a corporate and current position.

Authority relations within the firm generate a hierarchical structure that is roughly pyramidal in form and comprised of many management levels. Companies follow a widely established practice (norm) of an appropriate salary differential between an executive and his immediate subordinates. Due to the influence of competitive market forces, companies tend to pay broadly similar salaries at the lowest level in the management hierarchy. Salary differences among chief executives become a direct function of the differences in the number of management levels under them: the more management level, the higher an executive's salary (Agarwal, 1981, p:37). In short, it can be said that executive's hierarchical success, at the same time, will influence his/her earning. To sum up, the perception level, in people's mind, of this earning represents financial success which is another dimension of career success.

Consistent with previous studies [(Jaskolka et al. (1985) ; Aryee et al. (1994) ; Gattiker and Larwood (1988, 1989, 1990)], career satisfaction based on satisfaction individuals derive from intrinsic and extrinsic aspects of their careers, hierarchical success based on perception a pleasurable situation by individual for ascent in a corporate and current position, and financial success based on individual's satisfaction with earning were used as subjective career success in the study.

### *B. The Predictors of Subjective Career Success and Hypotheses*

The main purpose of this research is to examine the nature of the predictors of subjective career success of the managers in Turkey. In the study subjective career success have organized as career satisfaction, financial success and hierarchical success. Career satisfaction is defined as the satisfaction managers derived from intrinsic and extrinsic aspects of their careers. Financial success is stated as the satisfaction of manager's earning. Hierarchical success mentioned as the perception of a pleasurable situation by manager for ascent in a corporate and current position. Previous researchers have organized the determinants of subjective career success in different types. In the study, the categories based on Ayree et al (1994)'s study have been used to find out the determinants of subjective career success. These categories are as fallows; demographic variables, human capital, work values, family and structural or work variables.

#### *1. Demographic Variables*

The demography of an organization's members may influence many behavioral patterns and outcomes, including promotions and salary attainment. Thus, demographic variables need to be taken into account when investigating the predictors of career success. Several studies have found that demographic variables explain more variance in career success than other sets of influences (Gattiker and Larwood 1984, 1989; Judge et al., 1995; Aryee et al., 1994; Kirchmeyer, 1998). Gattiker and Larwood (1984) for example, reported that this background information on individuals proved to be reliable predictors of both income, and promotion (p:34). The result Judge et al. (1995) reported was consistent with the result of Gattiker and Larwood's study (1984). They reported a similar finding on lower-level employees too (Judge et al., 1995, p:509). Aryee et al. (1994) also noted that age and career stage variables were related to the three dimensions of career success (p:500).

Age, sex, marital status, management level, and career stage were selected for this study as demographic variables. Based on the result of previous studies, in general, career stage has a negative effect related with the three dimensions of career success (Aryee et al., 1994). Age, marital status, and management level are associated with positively influencing career success (Rozier et al., 1998; Kirchmeyer, 1998; Aryee et al., 1994). Sex has both a positive affect and a negative affect related with the dimensions of creer success

(Aryee et al., 1994). In the light of the above considerations, the first hypothesis of the study is that:

H1: Demographic variables such as age, management level, career stage, sex, and marital status will be related with the three dimensions of career success.

## 2. Human Capital

“Human capital”, hypothesizes that everyone has time, effort, and individual assets, or capital, such as education, experience, skills, and personal characteristics that she or he brings to the job. The amount and effectiveness of the human capital a person has and expends on the job is the main determinant of career success (Wiggins & Bowman, 2000, p:5).

Human capital variables included in this study are education, work experience, and competence. Personal investments in education and experience represent the strongest and the most consistent predictors of managerial progression (Gattiker and Larwood, 1988; Judge et al., 1995; Jaskolka et al., 1995). Kirkchmeyer (1998), found that experience and tenure had stronger effects on progression and perceived success for men than for women. Aryee et al. (1994), reported that competence was positively related to hierarchical success and career satisfaction, none of the others revealed a significant effect on the dimensions of subjective career success. Based on the above findings, the second hypothesis of the study is that:

H2 : Human capital variables of educational attainment, competence and work experience will be related to all three dimensions of career success.

## 3. Work Value

Employees may experience anxieties within an organization because the organizational socialization practices affect their values. The perceived values congruence between person and organization results in a number of positive work outcomes. A lack of general congruence will, however, increase employees' general dissatisfaction with their careers, and probably decrease their performance (Gattiker and Larwood, 1990, p:705). Employees perceiving more person-organization fit with their organization will (1) experience greater organizational commitment, (2) experience greater job satisfaction and (3) report lower intention to quit. Consequently they will experience the success related to all the dimensions of career success. Chow (2002), found subjective P-O fit judgement correlated with four out of the six outcome measures which are probability of success, expected organizational tenure, career satisfaction and commitment (p:729). Aryee (1994), reported that individual-organizational value congruity was significantly related to all three dimension of career success (p:498). The variable of work value selected in this study is person-organization fit. In the light of the above considerations, the other hypothesis of the study is that:

H3 : Person-organization fit will be related to all three dimension of career success.

#### 4. Family Variables

In the case of family determinants, the differential effects across the sexes may involve the direction of the relationships. For men, marriage and children have been associated with personal stabilization that serves to support careers. Since women's career success is influenced by completely different factors than men's (Wiggins and Bowman, 2000, p:9) marriage and children generally constitute burdens that limit women career's (Kirchmeyer, 1998, p:678). Family variables included in this study are spouse's employment status, quality of marital role, and quality parental role. Hiller and Philliber suggest that, on the spouse's employment status, stress in traditional marriages where the wife's occupational achievements exceed the husband's is inevitable (Hiller and Philliber, 1982, p:53). That is to say, for male managers, it is not only marriage that may influence career success, but to whom one is married as well. Having a nonemployed wife consistently has meant a high rate of progression (Kirchmeyer, 1998, p:679;). Two other family variables examined in this study are quality of spouse and parental role. Ching (1995) reported that, for the high-career women, occupational commitment was negatively related to marital commitment. On the other hand, Korabik and Rosin (1995) observed that there seemed to be little grounds for the assumption of lesser commitment or reduced effectiveness among women managers who are raising children. Consistent with Korabik and Rosin's observation, Rozier et al.(1998) noted that family support was related positively to career success. In the light of the above considerations, the other hypothesis of the study is that:

H4: Quality of spouse, spouse's employment status and parental roles will be related to career success.

#### 5. Structural Variables

Type of business have an influence on an individual's career success. For example, an individual working in an expanding company could perceive greater promotional opportunities and thus have higher perceptions of career success than an individual in a stagnant company (Poole et al., 1993, p:42). Looked at career success from perspective of the individual employee, the individual who attaches great significance to corporate ascent is likely to strive to achieve promotion, possibly by entering into a highly mobile profession or by joining a department in an organization which offers such opportunities (Gattiker and Larwood, 1990, p:708). Empirical evidence suggests that career success are affected by structural factors that include organizational features. Aryee et al. (1994) for example, reported that the structural variables explained most of the variance in hierarchical and financial success (p: 503). Judge et al. (1995) observed that organizational variables are among the variables explaining a significant amount of variance in career satisfaction (p:506). Structural variables examined in the study are span of control, span of responsibility, and internal labor market. Managerial success may be constrained by characteristics of the work unit supervised. To maintain equity, organizations should give more

rewards for more difficult tasks than for easier ones (Jaskolka et al. 1985, p:192). Managers placed in positions of greater responsibility in a supervisory position requiring them to manage several people in their organization often experience a more rapid career progression (Tremblay and Roger, 1993, p:418). Supervision and span of control are assumed to be positively related to career success. Contrary to this expectation, Jaskolka et al. (1985), reported that span of control was negatively related to success. As regards formal authority or span of responsibility, it was observed that it was positively related to success (p:201). Based on the above findings, the final hypothesis of the study is that:

H5: Span of control, span of responsibility, and internal labor market will be related to all three dimension of career success.

### III. Method

#### A. Sample and Procedure

Data were collected from a sample of the managers of organizations, ranged from services to industrial, located in 8 big cities such as İstanbul, Ankara, İzmir, in Turkey. In this point, It's useful that it has to be explained of being acted from assumption that the cities represent all of Turkey. Organizations were chosen at random. For the study, a random sample of 246 of manager with at least five people under his or her supervision was selected. The sample included 179 men and 67 women. Respondents' ages ranged from 29 to 51 years (mean=37.8). The majority of respondents was married (75 per cent). Average professional tenure of respondents was 15.19 years. Positions of respondents in the organization hierarchy were at lower to middle-levels (mean= 2) in level ranged from (1) low to (4) high), and respondents were educated, and the average was undergraduate-graduate degrees. In the study, all data were obtained through 15 interviewers selected from 4.th class of administration students in our faculty (OMU-Unye FEAS), face-to-face interviews.

#### B. Measures

The questionnaire used in the study was adapted from Aryee et al. (1994)'s study. The questionnaire consisted of a set of descriptive questions for descriptive information and the next two sections including the items which were concerned with subjective career success and determinants (see Table 1). In the first part of the questionnaire, descriptive information of the demographic characteristics consisted of fill-in-the-blank or multiple-choice questions concerning age, gender, level of education, marital status, labor force experience, organization size (the number of the staff), position within the managerial hierarchy, career stage, employment status of spouse, and span of control (the number of employees supervised). Categorical variables in this part were converted into dummy variables for analysis.



The second part of questionnaire contained 6 items hypothesized to be associated with subjective career success. Three measures of subjective career success were used. All measures of subjective career success respectively career satisfaction, financial success, and hierarchical success were measured by using a two-item, 5-point Likert-type scale ranging from "strongly disagree" to "strongly agree" for each success.

The third part of questionnaire consisted of 16 items hypothesized to be associated with the determinants of the subjective career success. Person-organization fit, competence, marital-parental roles, internal labor market, spouse role used as determinants were measured by 5-point Likert-type scale ranging from "strongly disagree" to "strongly agree" for each determinant (see Table 1).

### *C. Data Analysis*

The data were analyzed initially with descriptive statistics including frequencies, means, and standart deviations. Next, in order to evaluate the data set, the factor analysis which was used as first step of process by Kuruüzüm (2001), Gattiker et al. (1989), Nabi (2001), who used to evaluate career success, was conducted on the items which measure the career success and the determinants of career success. The two different criteria groups including 6 and 16 items respectively were factor analyzed. The three factors from the first group and the six factors from the second group using principal components analysis were obtained. Orthogonal varimax rotations were performed on the data. The items and factor loadings regarding these factors were shown in the Table 1.

Table 1 also shows the results of the factor analysis in terms of factor name, the results of the reliability analysis, and the explained variance. The nine factors identified in the Table 1 can be described as follows:

Factor 1 (F1), the financial success factor, consisted of items such as receiving fair compensation compared with peers, earning as much as the work is thought to be worth. Factor 2 (F2), the career satisfaction, was concerned with such items as satisfaction with progress toward meeting goals for income and overall career goals. Factor 3 (F3), the hierarchical success, consisted of such items as being indicator of job title for progress and responsibility, pleased with promotions received so far. Factor 4 (F4), span of responsibility, related to formal authority in the decisional issues such as hiring and firing, promotion, pay increasing and having determinant power of the distribution of warrant in the work unit supervised. Factor 5 (F5), person and organization fit, was loaded with variables related to P-O fit such as finding satisfaction in life by enjoying one's work and the similarity of person value and those represented by the organization. Factor 6 (F6), competence, was concerned with knowing better the job to be done and the ability to find the answer to job related problems which result from. Factor 7 (F7), quality of marital and parental roles, consisted

of such items as having the children gives the meaning to the life and the policy to leave working problems at work and does not let them disturb the peace at home. Factor 8 (F8), internal labor market, involved variables related to the promotion chance entry-level jobs in the organization offer and filling by promoting people from within job vacancies in the organization. Factor 9 (F9), spouse role, related to support received from spouse such as discussing things happening at work and facing in the life.

As seen in Table 1, since Kaiser-Meyer-Olkin measure is close to 0.7, it is within acceptable limit as mediocre or middling (Norusis, 1993, p:53). Bartlett statistics are also within acceptable limits. The items were analyzed using Cronbach Alpha to assess internal consistency and reliability. Each groups' reliability coefficients ranged from 0.40 to 0.83. All of the reliability coefficients for the factors, except for three, were found to be over 50%. As the study can be considered a pioneer-explanatory study in this area in Turkey, the fact that the reliability of some factors is between 40% and 80% is considered statistically adequate [(Küskü, 2001, p:413 (Nunnally 1998); Atay and Artan, 2002, p:836 (Nunnally 1998); Korman et al., 1981, p:349-350)]. This shows that these measures can be analyzed within acceptable limits (Akgül and Çevik, 2003, p:435).

To examine the relations between categories variables together the nine factors obtained from the factor analysis, separate multiple regression were used. The factor scores matrix was employed for this analysis. Separate multiple regression were used to predict financial success, career satisfaction, and hierarchical success using the five groups of independent variables. Each group of variables was entered into three regression equations separately in hierarchical fashion so that the relative contribution of each group in predicting success could be assessed.

Table 1: Subjective Career Success Factor Loadings, Factor Definitions, and Test Results

Subjective Career Success	F1	F2	F3	F4	F5	F6	F7	F8	F9
V3Receiving a fair income compared with peers:	.916								
V4Earning as much as the work is thought to be worth:	.894								
V2Satisfaction with progress toward meeting goals for income:	.894								
V1Satisfaction with progress toward meeting overall career goals:	.867								
V6Being indicator of job title for progress and responsibility:			.853						
V5Pleased with promotions received so far:			.849						
The Determinants of Subjective Career Success									
V25The responsibility in promotions of employees:	.905								
V24The responsibility in hiring and firing of employees:	.867								
V26The responsibility in pay increasing of employee:	.863								
V21Having determinant power of the distribution of warrant in the work unit supervised:				.470					
V16Person-organization value fit:					.741				
V13Finding satisfaction in life by enjoying one's work:					.701				
V15The commitment on the similarity of person value and those represented by the organization:					.505				
V19Reflecting differences in performance the distribution of rewards:					.478				
V18The ability to find the answer to job related problems which result from:						.840			
V17Knowing better the job to be done:						.811			
V12The policy to leave work problems at work and not let them disturb the peace at home:							.803		
V9Giving the meaning to the life of having the children:							.686		
V8 The promotion chance that entry-level jobs in the organization offer :								.780	
V7Filling by promoting people from with in job vacancie in the organization:								.702	
V2Discussing with spouse things faced in the life:									.791
V11Discussing with spouse things that happen in the workplace:									.743
Factor Codes	Definitions	Items				Cronbach Alpha	Tests	Explained Variance	
F1	Financial success	(V3,V4)				0.833			
F2	Career satisfaction	(V2,V1)				0.834	KMO: 0.682		
F3	Hierarchical success	(V6,V5)				0.733	BTS: .579.96		
							(p<.000)	84.01	
F4	Span of responsibility	(V25,V24,V26,V21)				0.819			
F5	Person-organization fit	(V16,V13,V15,V19)				0.525			
F6	Competence	(V18,V17)				0.624			
F7	Marital-parental roles	(V12,V9)				0.452	KMO :0.652		
F8	Internal labor market	(V8,V7)				0.403	BTS :.761.25		
F9	Spouse role	(V22,V11)				0.448	(p<.000)	64.35	
Cronbach Alpha for all the variables:						0.766			

#### IV. Result

Result of the regression analysis predicting financial success, career satisfaction, and hierarchical success are given in Tables 2, 3, and 4 respectively.

The regression results are reported cumulatively. For example, in the column marked Eq. (1) results are presented for a regression equation that included only the demographic variables as predictors. Each subsequent column gives the results for a new prediction equation in which another subset of variables was added to the predictors in the previous equation. Values of  $R^2$  appear below the coefficients obtained for each equation (Jaskolka et al. 1985).

#### *A. Demographic Characteristics and Hypothesis One*

Four of the demographic variables—age, gender, marital status, and management level—significantly predicted perceived career success. But, results for predicted relationships between demographics and success were mixed. As seen Table 2,3,4, the relationships between demographics and success were negative rather than positive. Age for example, was negatively related to the three dimensions subjective career success and significant for financial (Table 3, Eq. (2)), and hierarchical success (Table 2, Eq. (1-3)). Gender reached significance in Table 4, and Eq. (3-4) for career satisfaction. This result shows that being female was positively related to career satisfaction but not male. At the same way, a similar negative relationship is also seen between marital status and financial success (Table 3, and Eq. (2)). This situation indicates that being married has reduced financial success.

Management level, another variable, was positively related to hierarchical success, and career satisfaction and significant for both. However, it was negatively related to financial success and significant (Table 3). The results in Table 2, 3, and 4 also illustrate there were no significant relationships between career stage and the three dimensions of subjective career success.

Given all these results, it can be suggested that specifically, management level for all managers has positive effect on perceived career satisfaction and hierarchical success, but an adverse effect on perceived financial success. A comparison of results obtained from all tables indicates that only being a young enough manager was relatively an advantage for all dimension career success. Also, demographics was seen to predict hierarchical success better than the others ( $R^2 = .18$ ).

Table 2: Result of Hierarchical Multiple Regressions Predicting Manager's Hierarchical Success

Independent variables	Correlations	Standardized regression coefficient				
	(r)	Eq. (1)	Eq. (2)	Eq. (3)	Eq. (4)	Eq. (5)
<b>Demographic characteristics</b>						
Age	-.08	-.16*	-.07	-.58***	-.45	-.42
Gender	.01	.03	.03	.09	.05	.01
Marital status	-.14	-.09	-.10	.06	.12	.12
Management level	.36	.40*	.39*	.33*	.25**	.27*
Career stage	.07	.07	.04	.07	.12	.11
		$R^2 = .18$				
<b>Human capital</b>						
Education	.07		.05	.07	-.07	-.08
Years in labor force	-.09		-.08	.07	.20	.16
Competence	.05		.01	.33	-.09	-.03
		$R^2 = .17$				
<b>Family</b>						
Spouse's employment status	.15			.10	.06	.05
Quality of parental role	-.01			.06	.10	.15
Spouse role	.04			-.01	-.00	.05
		$R^2 = .19$				
<b>Work value</b>						
Person-organization fit	.17				.30**	.27**
		$R^2 = .24$				
<b>Organization structure</b>						
Span of responsibility	.23					.05
Span of control	.14					.15
Internal labor market	.27					.28*
		$R^2 = .33$				

\*p&lt;.01

\*\*p&lt;.05

\*\*\*p&lt;.10

### *B. Human Capital Variables and Hypothesis Two*

None of the human capital variables, with the exception of competence variable, significantly predicted perceived career success. Competence variable is only significantly related to career satisfaction in the final equation in the Table 4. Within this relationship, it can be suggested that competence quality perceived by manager has led to confidence which in turn, has affected satisfaction. In sum, competence variable was founded for Hypothesis 2 in limited support.

### *C. Family Variables and Hypothesis Three*

None of the family variables, with the exception of spouse's employment status variable, which was significantly related to career satisfaction, significantly predicted perceived career success. Consistent with Hypothesis 3, in a way limited, it was seen that this negative relationship had an decreasing effect on career satisfaction (Table 4). In sum, the results do not support, fully, Hypothesis 3. However, when  $R^2$  value of the family variables, as a group, is taken into consideration, a substantial increment is added to the variance explained for career satisfaction and financial success.

### *D. Work Value and Hypothesis Four*

Person-organization fit as work value variable was significantly and positively related to hierarchical success, as seen in Table 3. This situation was not valid for the other type of success. So, the results indicate partial support for Hypothesis 4. Also, P-O fit was seen to predict hierarchical success better than the other type of success and add a substantial increment to the variance explained for hierarchical success.

### *E. Organizational Structure Variables and Hypothesis Five*

All of organizational structure variables significantly predicted separately the three dimensions of perceived career success too. The findings in Table 2, 3, and 4 on organizational structure variables provide substantial support for Hypothesis 5. Span of responsibility and control was significantly and positively related to career satisfaction. In the same way, internal labor market was significantly and positively related to hierarchical and financial success too. Also, together the organizational structure variables added the greatest increment to the variance explained for either form of success.

*Table 3: Result of Hierarchical Multiple Regressions Predicting Manager's Financial Success*

Independent variables	Correlations	Standardized regression coefficient				
	(r)	Eq. (1)	Eq. (2)	Eq. (3)	Eq. (4)	Eq. (5)
<b>Demographic characteristics</b>						
Age	-.02	-.06	-.34*	-.54	-.50	-.35
Gender	-.06	-.06	-.01	-.09	-.11	-.14
'Marital status	.04	.04	-.14*	-.11	-.09	-.11
Management level	-.04	-.06	-.08	-.23***	-.26**	-.24***
Career stage	.07	.09	.11	.09	.11	.08
		$R^2 = .01$				
<b>Human capital</b>						
Education	-.05		.00	.20	.15	.14
Years in labor force	.01		.26	.55	.50	.40
Competence	.00		-.01	-.10	-.10	-.04
		$R^2 = .06$				
<b>Family</b>						
Spouse's employment status	-.07			.07	.06	.08
Quality of parental role	-.16			-.09	-.07	-.02
Spouse role	-.07			-.16	-.16	-.01
		$R^2 = .11$				
<b>Work value</b>						
Person-organization fit	.00				.10	.04
		$R^2 = .12$				
<b>Organization structure</b>						
Span of responsibility	.05					-.02
Span of control	-.23					.04
Internal labor market	.32					.45*
		$R^2 = .31$				

\*p< .01

\*\*p< .05

\*\*\*p<.10

'single 0 ; married 1

Table 4: Result of Hierarchical Multiple Regressions Predicting Manager's Career Satisfaction

Independent variables	Correlations	Standardized regression coefficient				
	(r)	Eq. (1)	Eq. (2)	Eq. (3)	Eq. (4)	Eq. (5)
Demographic characteristics						
Age	.05	-.02	.01	-.06	-.06	.01
*Gender	.00	.04	.09	.25*	.25*	.19
Marital status	.05	.05	-.01	.01	.01	-.02
Management level	.12	.11***	.11	.05	.05	-.05
Career stage	.10	.08	.07	-.00	-.04	-.07
		$R^2 = .02$				
Human capital						
Education	-.01		-.07	.09	.09	.10
Years in labor force	.02		-.03	.05	.05	-.03
Competence	-.10		-.01	.17	.17	.22***
		$R^2 = .03$				
Family						
Spouse's employment status	-.12			.24***	-.24***	-.34*
Quality of parental role	-.14			-.05	-.05	-.02
Spouse role	.01			.04	.04	.11
		$R^2 = .10$				
Work value						
Person-organization fit	.10				-.00	-.00
		$R^2 = .10$				
Organization structure						
Span of responsibility	.13					.22***
Span of control	.14					.21***
Internal labor market	.03					.14
		$R^2 = .17$				

\* $p < .01$ \*\* $p < .05$ \*\*\* $p < .10$ 

\*male 0 ; female 1



## **V. Discussion**

The results of the study demonstrate that managers' perceived career success were concerned with some variables of the demographic, human capital, family, work value, and organizational structure.

The demographic variables such as age, gender, marital status, and management level all predicted managers's perceived success level; the managers who were older, male and married indicated less perception on financial success than other managers' perception. Management level of younger managers was an indicator for both perceived hierarchical success and career satisfaction. Compared to men, women experienced higher career satisfaction.

Managers with competence felt to have satisfied with career. The significant positive effect of competence to confident which in turn, has led to satisfaction. The spouse's employment status was a negative effect on career satisfaction of managers. For men, this situation is inevitable to create stress in traditional marriages where the wife's occupational achievements exceed the husband's (Hiller and Philliber, 1982). In traditional societies, a working wife and her employment status may mean the inability of the husband to shoulder the family's needs (Aryee et al., 1994).

The modern corporation tends to maximize its size rather than profitability as traditionally held. Due to leaving of control from ownership, the executives are less constrained to follow the owners' economic goals. They can act instead to serve their own economic self-interest. Such self-interest would motivate the executives to maximize company size, in part, because "executive salaries appear to be far more closely related to the scale of operations of the firm than to its profitability. Because of larger size and higher marginal productivity, in large companies the chief executives would be paid more than those in smaller ones. Besides, the more management levels, the higher the executive's salary. And since large companies have more management levels in the hierarchy, their chief executives would receive higher salaries than those of small ones (Agarwal, 1981, p: 37). Based on the above considerations and the results, structural variables and work values were more important variables in the explanations of subjective career success than the other variables used in the study.

Since there are some cultural, economical, social differences among countries, organizations in different cultures have different conditions and environment of work. So, it can be claimed that success perception of managers of organizations corresponded to structural variables and work values in our country. The structural variables and work value explained most of the variance in the subjective career success. These findings support the subjective side of the success (Aryee et al., 1994). According to managers' perceptions; hierarchical success arose from person-organization fit, hierarchical and

financial success resulted from internal labor market, and career satisfaction originated from span of responsibility and control.

As stated earlier, the findings obtained from this and similar studies would prove useful to organizations designing more effective career systems, as well as individuals developing career management strategies to enhance their career success. So, the findings should be taken into consideration by our organizations and managers. It should be continued to the next studies, due to the importance of the topic stated along the study, within the large context of a person's life multiple variables which differ in variables used in the study, and explained more of the variance of the subjective career success, on managerial sample in Turkey.

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