The Effects of Career Success on Ethical Behaviour under the Influence of South East Asian Countries

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Abstract

Among the factors of production, the factor of employees that is also considered as a human capital plays a significant role in the achievement of goals of an organization. This research study analyses the correlation of ethical behaviour and career success of the employees working in the higher educational institutes of public sector. However, the majority of globalization literature has attempted to provide an empirical evidence of the rise of worldwide business influential using several indicators. The analysis of this research study shows a positive correlation between career success and ethical behaviour. Data were gathered from 234 teaching faculty members of public sector universities of Pakistan by random sampling. Analysis of this research would remain beneficial for higher authorities in formulating policies for universities and monitoring the performance of faculty members. The results of this research study would guide the faculty members of public sector universities to identify the avenues of career success. As it is witnessed in different South East Asian countries such as Indonesia and Malaysia. The contribution of this research study would take part in the literature on organizational behaviour, employee development, career success and ethical behaviour.

Keywords: Career success, ethical behaviour, career efficacy, career motivation, career path

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Introduction

The widespread global economic recession like the downsizing and a huge number of employees having unethical behaviour causes occasional collapse. The employers with high ethical behaviour were affected in this regard in South East Asian countries also (Mishra & Sharma, 2010; Latan, Jabbour & Jabbour, 2019). According to this phenomenon a number of research is taking place in the domain of career success (Poon, Briscoe, Abdul-Ghani & Jones, 2015). Career success represents an employee's self-evaluation related to his/her success. The number of researchers is of the opinion that career success relates to the broader success criteria and may include criterion such as relationships, balance, enjoyment and recognition. Organizations of the past are considered to be classified organizations with stagnant environments, where employees' jobs were predictable and secure. In the past few years, the businesses have been under the great research by the public, the government and other stakeholders. The global world economic crisis came about with enormous impacts on the employees and business. The department of human resource management is concerned with profit-making objectives of organization, which has restricted other aspects, such as ethics. However, such global economic crisis were the results of the unethical behaviour of management and business organizations. The managers having unethical practices who later became owners were acknowledged, however mostly due to the insufficient legislation were characterized as illegal and/or properly addressed, i.e. accused. The myth of the unethical business describes business is perceived as inconsistent with ethics (De George, 2006). The term is amoral but not seen as immoral, in this regard, the business has primary concern of profit and it has nothing to do with ethics. However, the concept of business ethics seems contradictory, as business and ethics do not interfere with each other. With the global increase of the economic crises, many researchers including the South East Asian researchers' have conducted studies in the

context of the ethical standards in the organizations and also for the ethical behaviour of concerned employees (Latan et al., 2019) . Hence, the teaching faculty of higher educational institutes led the top management of every organization. The brought up and skills development of upcoming generation along with their career counselling would make them successful in their career development. Such development would include their growing, learning, studying and developing themselves in the above drafted perspectives. Therefore, their ethical attitude would define them as successful persons in career development. As their perceptions and attitudes toward ethical standards and behaviour would lead their students to be ethical sound personality of the future. Now a days, many research scholars are focusing on career success in their theoretical and empirical works (Lirio, Lituchy, Monserrat, Lujan, Duffy, Fox & Santos, 2007; Lawrence, 2011; Uy, Kim, & Khuon, 2019). The majority of career success research has been conducted in Western domain (Arthur, Khapova & Wilderom, 2005; Heslin, 2005) whereas, this research employs the career success as a predictor of ethical behaviour of South East Asian states by replicating the same model in faculty of the public sector universities of Pakistan.

Literature Review

The career is a lifetime sequence of employments of an employee (Feldman, 1996; Uy, Kim & Khuon, 2019). Thus, successive career is an individual expectations, the base of such expectations depends on the performance of an individual. In fact, the assessment of career scenarios provide different platform to each individual to think about the career success (Ebadan & Winstanley, 1997). For both employees and management, career success is of great importance. Therefore, this research study can create an interest for those who would like to succeed in their careers. For the betterment of the career success, plans of the employees and management should focus on factors leading towards career success. Career researchers have made highlighted the objective and subjective indicators for

career success operational, and some are of the opinion that extrinsic output of career are based on the results that effect intrinsically (Arthur et al., 2005; Ng, Eby, Sorensen, & Feldman, 2005). The motivational factors like salary, promotions and status have much influential effect on career success. However, some other influential factors for career success can be job satisfaction, determination of employees towards career, job commitment, future avenues and specialization in specific field (Aryee, Chay, & Tom, 1994; Burke, 2001; Poon, 2004; Uy et al., 2019). An individual career success bases on person's valuation of career scenarios, the employees expect more other than salary, promotion, and other incentives (Ebadan & Winstanley, 1997). Such valued career scenarios need to manage the ethical values and morality at work place. However, organizations undeniably have some standards based on moral, beliefs and values that are not stated in any ethical code of conduct and could in fact be very different from what the ethical code could bring. Maintaining an ethical behaviour among employees of the organization simply by posting a list of high sound principles cannot satisfy the requirement of the ethical act for employees. Therefore, the business ethics programme includes the values on which an organization believes it needs to communicate directly. Together with the observation that these values and moral codes are more interested in the duty and responsibility of the employee towards the organization. The main purpose of a company ethics code is to ascertain the standards that explore organizations' aim that is the protection of employees from the unethical behaviour. The main purpose of these codes are to explore the ethics of the organization in context of responsibilities of stakeholders and employees. This code explains the guiding principles. According to which, the organization and all its employees, whose behaviour and actions should imitate the ethics and principles indicated in the code. Because such codes of conduct are explanations of an organizational values and principles that target individual decision makers in the organization. The code of conduct is a declaration of rules that

explores the behaviour of employees that an organization expects. Over the time, many changes have taken place in organizations over the past two years, as employees and managers have developed new relationships that reflect evolving interests and concerns that have been seen in many South East Asian countries (Latan et al., 2019). Among these changes, part of the changes concerns the concept of professional success (Uy et al, 2019). In the current globalization scenario, the revolving issues related to professional success. The employees, who are career-oriented, are more satisfied with their careers. Therefore, the upcoming generation must broaden their horizons culturally to achieve the success, profit and growth in the diversified businesses (Uy et al., 2019).

Employees with skills and attitudes to relate effectively and motivated towards ethical values and standards would remain more successful in their career development. Most of the research studies on the career success are found on women and academics employing quantitative techniques to analyse career success in South East Asian countries (Ismail & Rasdi, 2006; Ismail & Ibrahim, 2007; Arokiasamy, Ismail, Ahmad & Othman, 2011; Rasdi, Ismail & Garavan, 2011; Uy et al., 2019). Some different opinions have been found to predict career success include, demographic background, cognitive skills, personality traits, capital involvement either human based either social, motivation, practical behaviour, behaviour of administrative effect and network behaviour (Gattiker & Larwood, 1988; Judge & Bretz, 1994; Seibert, Crant, & Kraimer, 1999; Poon, 2004; Judge & Kammeyer-Mueller, 2007; Wolff & Moser, 2009; Judge, Klinger & Simon, 2010; Ng & Feldman, 2010; Traavik & Richardsen, 2010; Grimland, Vigoda-Gadot, & Baruch, 2012; Uy et al., 2019).

Some of contributing factors of career were also witnessed like salary progression, promotion, career satisfaction, promotion and compensation, and employer's support for development contributed to career success (Whitely, Dougherty & Dreher, 1991; Wayne,

Liden, Kraimer & Graf, 1999; Maurer & Chapman, 2013). Some researchers have developed relationship of mentoring that leads career success, and its mediated influence of career success in the practices of human resource management (Seema & Sujata, 2015; Khan, Shamsudin & Ismail, 2016). Hence, one of the research explored that the purpose of whistleblowing depends on ethical awareness and ethical judgment while having mediating factor of emotion and perceived moral intensity of auditors in Indonesia (Latan et al., 2019). However, based on such research studies, the researcher found the ethical behaviour factor has not been directly related in the domain. Secondly, many research studies that explore the factors influencing career success have been conducted across western context. However, a very few research studies are investigated in South and Southeast Asian context. Therefore, this research study explores the factors influencing career success as a predictor of ethical behaviour in the non-western context.

Conceptual Framework and Development of Hypotheses

Career is considered as a process by which an individual satisfies his needs and desires through results, realization and acquisition of power (Lau & Shaffer, 1999; Nabi, 1999). A huge satisfaction achieved by the employees in their career is described as career success (Judge, Cable, Bourdreau, & Bretz, 1995). It may also include the incentive aspects that individuals receive like remuneration, progression, prestige and opportunities to develop the career (Judge et al., 1995). Career success of an individual is based on the objective and subjective factors for the achievement and progress (Judge et al., 1995; Nabi, 1999; Ng et al., 2005). The salary and professional status are known as the extrinsic measures for career success of an individual (Kuijpers, Schyns, & Scheerens, 2006). However, measurement in terms of individual perception of successful career discounting is considered as subjective career success (Aryee et al., 1994; Kuijpers etal., 2006). The importance of professional success has great significance for both individuals and organizations.

According to employees' perception, career success includes not only authority, delight but also the achievement of money-oriented progress. Therefore, employees with career success feel more satisfied by means of their particular principles. The human resource department of many companies are facing the problems of unethical act of employees due to expansion of economy, though in such situations ethical behaviour plays a significant role in career success. According to this research study in career success ethical behaviour have a major role because when the employer of the organization is satisfied from his job and the rewards, which he received, therefore, he feels liable towards the organization and is motivated from reward systems. Career can be further defined in two basic ways. Subjective careers, in which employees explore their own sense of career (Stebbins, 1970), and Objective careers, which deals with the external motivational factors that serve as innovations to determine an individual's efforts in society (Barley, 1989). Although I first explain the form of success that involves personal efforts that are considered subjectively desirable, it nonetheless recommends a form of successful well-being that depends on large goals such as social assessments. Thus, it is a specific function of general management to explore hidden talent and skills, which are more important than a mere field of knowledge. Here the skills of senior management support the people who are necessary to achieve organizational goals. In this research study, the ethical and moral behaviours of employees working in organizations are centralized on the fact that top management should act ethically rather than mere arrangements of standards. Recent research studies have also found that high ethics in citizenship organizational behaviour are based on the financial performance of the organization. Thus, the institute of international ethics is of the opinion that socially responsible behaviour increases profits. The universal principles such as honesty, fairness, justice and respect for people and property are incorporated in ethics theory that should be adopted by organizations. Senior executives who undertake the

vision of ethics would become obligated to use merit as a basis for making decisions about human resources. In this regard, managing the organization with variety of valuable decisions can bring the firm at competitive position. To achieve the success of organizational aims, the management usually takes such diversity to unlock the potential for excellence. Organizational support, career path and learning climate, have a positive impact on the success of the subjective career, but have an effect on intrinsic motivation and career self-efficacy. Thus, when the employees explore supportive, career advancement and learning environment, they follow job tasks with greater self-efficacy of careers, work according to the directions of the organization; make themselves committed to their organization to facilitate their career success.
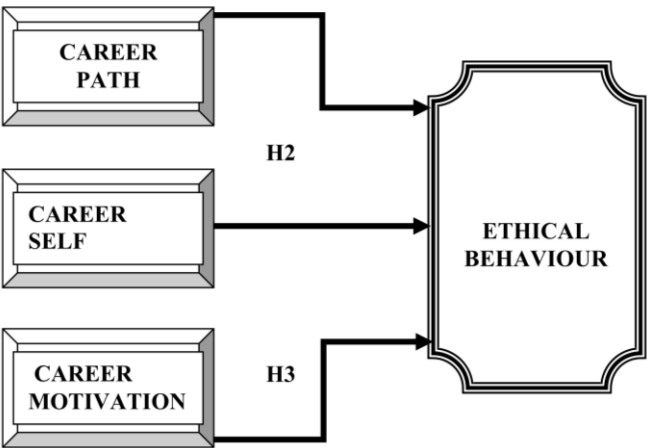
Career Path towards Ethical Behaviour

Career path Comprehensive combination, re-training and essential reduction, which can influence the possibility of hierarchical promotion, often leads to the perception of the career path (Elizabeth, 1992). However, lack of inspiration, stress at work and exhaustion can reduce employers' interest in the career path

(Elizabeth, 1992). Therefore, employers can seize the hierarchical level that has the opportunity to increase salaries and benefits, position, title, authority and their social status. Hence, all these factors support the need to have a positive social status that may lead the ethical behaviour of employees. However, the following hypothesis was proposed by the researchers:

> *H1: Career path has a meaningful association with the ethical behaviour of the employees.*

Career Motivation towards Ethical Behaviour

Career motivation is mainly focused on the optimistic values that the person experiences directly from his / her functions. These optimistic values make a happy person involved in his work and draw energy. This emotional state leads to self-management and self-fulfillment in a job that can lead to positive attitude (Feldman 2000; Quigley & Jr, 1999). In this competitive era, organizations sometimes cannot afford regular high-cost programs for employee development (Feldman 2000; Quigley & Jr, 1999). Therefore, the behaviour of self-management of the career plays a significant role in this sense towards an improvement in the moral behaviour of an individual. However, intrinsic motivation to work is an important predictor of self-management career behaviour. On the basis of above discussed perception the following hypothesis was developed:

> *H2: Career motivation has a meaningful association with the ethical behaviour of employees.*

Career Self-Efficacy towards Ethical Behaviour

Self-efficacy describes the feeling, the thought and the motivational act together with the behaviour of the employees. The opinion of Bandura's social learning model, explores the self-efficacy that deals with the thought obtained from the experiences acquired from the life of an employee (Bandura, 2001; Latham, 2005). Such experiences

help an individual develop the trust or belief that they may or may not successfully perform a specific activity. Employees with high self-efficacy become more confident in successfully completing their business ethically, but low self-efficacy workers feel less confident about reaching them because they often fight insecurity (Bandura, 2001; Latham, 2005). This observation has brought forward the following hypothesis:

> H3: Career self-Efficacy has a meaningful association with the ethical behaviour of the employees.

Research Method

A quantitative research approach was adopted in the research in which a survey instrument was distributed to the faculty of teaching of the universities of Sindh Jamshoro. The study uses the career success scale to measure the factors of career path and career efficacy having 11 items developed by Eby, Butts, & Lockwood, (2003) and Greenhause (1971). The career motivation factor was measured from the subscale with 21 entries, from which 9 was adapted from a study by Buitendach & Witte, 2005. The adopted items from Fraedrich (1993) formerly by Forrell and Skinner (1988) was used to measure the ethical behaviour.

Survey Template and Survey Model

This survey tool was based on 32 items that included all the necessary information and the related investigative contents. Respondents are teaching at higher education institutions at Jamshoro, Sindh, Pakistan. The questionnaire was distributed among the teaching faculty personally and received 234 valid questionnaires for fulfilment of requirement of research among 500. The demographic status of respondents was as following: male respondents were 52.6% and female 49.3%; 11% respondents were having age of 35, 51% were in between 25 and 30, 27% between 31 and 35, and 14% above 40; 64% respondents were having master's

degree, and those with M.Phil. and Ph.D. degree were of 36.5%; respondents with work experience of 6 years were 51%.

Reliability and Validity Test of the Questionnaire

The reliability of the items of this research survey instrument was confirmed through Cronbach's alpha. The overall reliability was found to be 0.87 that is considered as excellent (George & Mallery, 2003). However, the reliability of individual's factor were also found satisfactory (Table 1).

Table 1. Reliability of individual's factors (N=234)

Variables	Variable code	Alpha
Career path	CP	0.88
Career self- efficacy	CSE	0.89
Career Motivation	MT	0.78
Ethical Behaviour	EB	0.80

Descriptive Statistics Analysis

The results of descriptive statistics on career path, career self-efficacy, career motivation and ethical behavioural variables are shown in Table 2.

Table 2. Descriptive Statistics

Variables	Number of Items	Mean	Standard Deviation
Career path	12	3.76	7.37
Career Self-efficacy	3	3.39	2.30
Career Motivation	3	3.48	2.28
Ethical Behaviour	5	3.35	3.67

The results show that the average score of career path, career self-efficacy, Career motivation and ethical behaviour factors are above 3, that explores that the teaching faculty of higher educational institutes have higher level of career orientation towards the ethical behaviour.

Hypotheses Testing

Hypotheses generated in this research study through the conceptual framework was further tested through following statistical tests.

Pearson's Correlation Analysis

By using Pearson's correlations analysis, a significant correlation between the scales were determined at two levels, i.e. p¼ 0.05 and p¼ 0.01. The results explored that the relationship of ethical behaviour is significant and positive with all factors. Thus, the highest correlation in this test was found between ethical behaviour and career path ($r = 0.438$; $p \leq 0.01$) (see Table.3).

Table 3. Pearson's Correlation

S. No	Variables	1	2	3	4
1.	Ethical Behaviour	---			
2.	Career Path	0.438**	---		
3.	Career Self-Efficacy	0.179**	0.384**	---	
4.	Career Motivation	0.417**	0.198**	0.255**	---

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis

This research study used beta and t values (critical ratio) to analyse the hypotheses with the application of MRA. Where, career path has been explored by having positive impact on ethical behaviour ($\beta = 0.245$, $p < 0.01$, $t = 9.453$) (see Table 4), and confirm the acceptance of

H1. The acceptance of H2 also declared with the results of beta and t values that career self-efficacy has shown a positive impact on ethical behaviour (β = 0.221, p < 0.01, t = 6.361). Finally, H3 was accepted that the career motivation had a positive impact on ethical behaviour with the declared results of beta and t- values (β = 0.218, p < 0.01, t = 4.784). In regards of the data analysis, all three independent variables accounted for ethical behaviour in adjusted R^2 of 0.362.

Table 4. Multiple Regression

Variables	Dependent variable Ethical behaviour β	Critical Ratio T
Career Path	0.245**	9.453
Career Self-Efficacy	0.221**	6.361
Career Motivation	0.218**	4.784
F Value	10.391***	
R2	0.324	
Adjusted R2	0.362	
Change in Adjusted R2	0.289	

Notes: *p < 0.10, **p < 0.05

Discussion and Conclusion

The attitudes of employers in different higher educational institutions toward different ethic aspects and their moral beliefs have been researched in different studies especially in western and South East Asian Context. The moral attitudes and behaviour of employees are key element of success in organizations. To achieve the career's success, it is important for an employer to give preference to the knowledge and experience to maintain their career path and career efficacy. However, motivation provides the individual with the positive values that the individual experiences

directly from his performance. These positive experiences lead an employee to enjoy his work with commitment, satisfaction and ethical behaviour. The independent variables career path, career self-efficacy and career motivation are different social elements that inject the ethical behaviour among the employees. The ethical behaviour of employees has a significant element that lead them towards the path of career success. The factors related to career success have shown exceptionally noteworthy and positive relationship towards ethical behaviour. In the present research study, the factors of career success had continuous effect on ethical behaviour. If organizations pay proper attention towards the factor of career success they can easily enhance the ethical behaviour of employees among their organizations. The implication and perceptible quality of organizational career planning, arranging and administration as an important element of Human Resources Management has been renowned by numerous researchers (Baruch, 2003; Hall, 1986; Van Mannen & Schein, 1975; Hasann, 2007; Latan et al., 2019).

In conclusion, this research would help in extending previous research on career success that are conducted in South East Asian countries by integrating an additional factor of ethical behaviour, which was perceived under the influence of career success. This research study would provide researchers and practitioners a comparable interconnected platform for understanding ethical failures and designing ethical interferences in an organization. However, ethical behaviour plays a key factor role in career success. This empirical study would be helpful to other researchers in designing future studies in different domains.

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