

## IMPACT OF CAREER EXPECTATION ON JOB PERFORMANCE: MEDIATING ROLE OF MOTIVATION AND JOB SATISFACTION

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### Abstract:

This study aims to analyze the mediating role of motivation and job satisfaction on the association between career expectation and job performance. A survey base research conducted through questionnaire that based on 5 type Likert scale. The study uses Structure Equation Modelling for examine the results. The study finds the positive impact of career expectation on job performance. The finding reveals that job satisfaction and motivation partially mediates the relationship between career expectation and job performance. The study suggests that the manager of organization should give some rewards to their employees so they become motivated and satisfied from their job, because if they are motivated and satisfied from their job, they will perform better.

**Key Words:** Career expectation, Motivation, Job satisfaction, Job Performance.

### Introduction:

Every organization wants to be compatible and successful. The success of an organization is not based on the effort of an individual. It is based on the mutual effort and performance of all the employees of an organization because the performance of an employee is perceived as an instrument to the progress of an organization. Moreover, the performance and profitability of an

organization is enhanced by the performance of its employees. (Bitmis & Ergeneli, 2013). Employee job performance can be well-defined as the management of all work correlated activities. In simple words we can say that the employee performance means that how well an employee manages his work accomplishment. Basically the performance of an employee is an important challenge for an organization so it acclimates and implement different adequate ways that may develop the performance of its employees.

The performance of an employee can be effected by different factors and motivation is one of those factors. Every individual is different from other as he has different capabilities, strengthens and weaknesses. Every individual employee behaves differently in the organization and have some motive as an employee of its organization such that he might be expecting a better career or best opportunities. If the manager can able to access that what that employee wants from his organization, then he can motivate its employee by using different strategies such as by creating different opportunities for their employees or may provide them better career opportunities because if an employee is expecting his better career then he became motivated and satisfied from his work that in turn enhance his performance that would beneficial for the organization (Shahzadi et al, 2014).

Satisfaction is also an important factor that improve the performance of employees in such a way that if employee is satisfied from his organization then he will perform batter. As we know that every individual have some motives that are attached from their organizations, that might be in monetary form or non-monetary form such as an individual employee may expect better salary, better career or opportunities. Moreover, if an employee believes that their institution will provide them all these motives then he became satisfied from his organization which in-turn enhance his performance.

Basically career expectation is the main factor that make an individual satisfied and motivated. It also influenced the job performance of an employee. Hence, we can say that all these variables are interlinked. And career expectation is a key factor in the job performance of an employee that has been rarely used by different researchers. We found no any study in which the link between career expectation and job performance has been tested by using the motivation and satisfaction as a mediating variables. We found many studies that investigated the connection between job satisfaction and job performance (Maxwell, Ogden & Broadbridge, 2010; Alansari, 2011; among

others). The connection ship between motivation and job performance has also been investigated (Shahzadi et al, 2014; Peeters et al, 2014; among others). We also found many studies in which the link of career expectation has been tested with motivation and satisfaction of employees (Maxwell, Ogden & Broadbridge, 2010; Alansari, 2011; Kiziltepe, 2015; Moon & Hari, 2016, among others). We also found some studies on the connection between career expectation and job performance (Abbas & Yaqoob, 2009). Until now, no any study has been conducted by linking all these variables. Therefore, the current study is a try to fill this gap by analyzing the mediating impact of job satisfaction and job motivation on the connection between career expectation and job performance.

**Objective of the study:**

Unlike the previous studies, the objective of this study is

1. To investigate the impact of career expectations on job performance.
2. To investigate the mediating role of motivation on the association between career expectation and job performance.
3. To investigate the mediating role of job satisfaction on the association between career expectation and job performance.

**Literature review:**

This area shows the review of existing literature and plan of hypothesis.

**Motivation and Career expectation/perception:**

Lee et al (2002) had conducted his study by using the four types of institution as their sample and empirically explored the connection between career expectation and motivation. The conclusion of this study showed the positive connection between motivation and expectation because the higher the career expectation of an individual, the higher his motivation. Kiziltepe (2015) had done his work on the connection between career expectation and motivation to work. For this purpose, he used the data of those students who recently graduated from the state university of Istanbul. The data were collected through questionnaires that consisted open ended questions. The result of this study revealed that there is positive connection between career perception and

motivation because if students perceived good career then they become motivate to work. Moon & Haris (2016) accompanied his research on the connection between motivation and career expectation. For this purpose, they used the data of the employees that worked in tertiary institution. Data were collected through questionnaires. Findings of this study revealed the significant positive connection between motivation and career expectation. This study perceives the career expectation as an important factor of the motivation of an employee. So, it is proposed that:

*H<sub>1</sub>: There is positive connection between career expectation and motivation*

### **Job performance and Motivation:**

Bateman & Snell (1996) perceived the motivation as a key factor that enhance the performance of an employee. So, they conducted their research to investigate the impact of motivation on the employee performance. They collected the data from different organization through questionnaire and found that job performance is significantly influenced by the motivation of an employee because if an employee is motivated towards his work then he will perform better. Similarly, Shahzadi et al (2014) collected the data of from 160 teachers that work in different government and private collages and also explored the impact of motivation on their performance. This study also revealed that the job performance is significantly and positively influenced by the motivation. This study suggested that the organization should create different opportunities for their employees that motivated them because if employee is motivated then his performance will enhance that is beneficial for the organization. Peeters et al (2014) also hypothesized the positive connection between the motivation and job performance of an employee. Similarly, Ghafari et al (2017) also conducted their research on the connection between motivation and job performance and found a positive connection between motivation and job performance. They concluded that the best way to motivate the employees is to offer then different promotion opportunities that will motivate the employee which in turn enhance their performance. Similarly, Jalagat (2018) used theoretical models and empirically investigated the connection between employee motivation and job satisfaction and showed the positive connection between an employee's job performance and motivation. Dobre (2013) also hypothesized that there is optimistic connection between the job performance and the employee motivation and concluded that the organization should motivate its employees through offering

them different commission and promotions so that the performance of the employees may increase. So it is proposed that:

*H<sub>2</sub>: There is positive connection between motivation and job performance*

### **Job Satisfaction and Career Expectation/perception:**

Maxwell, Ogden & Broadbridge (2010) were interested in finding the connection between Job satisfaction and career expectation. So, they do their research for finding out the relationship between job engagement and career expectation. They collected the data through online quantitative survey. The finding of this study revealed that there is significant connection between these variables. Alansari (2011) had done a valuable able research and conducted in a literature in such a way that firstly he identified those factors that influenced the career expectation, after that he investigated the impact of all those factors with the job satisfaction of an employee. After doing the study they realized that some factors like acknowledgement of achievement, fair performance evaluation and job safty deeply infulenced the career expectation, fair performance evaluation, and job safety that are the main contributors towards job satisfaction. Cadaro, Tomei & Serra (2017) investigated the connection between career perception and job satisfaction and found the positive connection between these two variables and concluded that the employee is satisfy if he perceived his better career. So, it is proposed that:

*H<sub>3</sub>: There is positive connection between career expectation and job satisfaction*

### **Job performance and Job satisfaction:**

The relationship between job satisfaction and job performance is also analysed by Judge et al (2001) and hypothesized that there is positive connection between the job performance and job satisfaction because if an employee is satisfied from his job then he will perform better. Bakotic (2016) selected a sample of 5806 employees from 40 large and medium size companies and empirically investigated the impact of employee satisfaction on their performance and found that there is significant and positive connection between the satisfaction and performance of employees. Inuwa (2016) highlighted the core relationship as well as between both job performance and job satisfaction by conducting his research on the non-academic staff 's (Bauchi State University Gadau Nigeria BASUG). This study concluded that the HRM

department of any organization should promote different incentives for the satisfaction of their employees so they may perform well. Siddique (2018) conducted a primary research on the banking area of Pakistan in which the connection between both employee satisfaction and work performance were examined. The findings of this study showed that the satisfaction of employee was positively related with the work performance. So, it is proposed that:

*H<sub>4</sub>: There is positive connection between job satisfaction and job performance*

### **Job Performance and Career Expectation/perception.**

Abbas & Yaqoob (2009) empirically investigated the impact of career expectation on the job performance. This study used different proxies of leadership development such as training, career expectations and employee empowerment and found that all the proxies of leadership development has a positive impact on the job performance. The findings of this study indicated that there is no any significant connection between these two variables that were based on the primary research. Similarly, Ng, Schweitzer & Lyons (2010) had done a valuable work on the connection between job performance and career expectation by collecting the data from millennial undergraduate university of Canada through open ended questionnaires. The concluded after reaserch that the job performance of an employee can influenced by the career expectation directly or indirectly in a positive way because the career expectations may motivate an employee which in turn enhance his job performance.

*H<sub>5</sub>: There is positive connection between job performance and career expectation.*

### **1. Hypothesis development:**

*H<sub>1</sub>: "There is positive impact of career expectation on job motivation"*

*H<sub>2</sub>: "There is positive impact of career expectation on job satisfaction"*

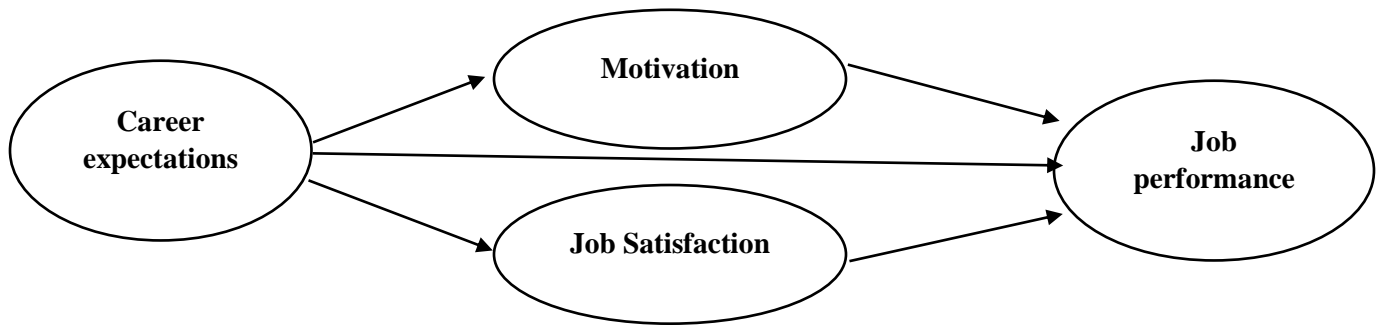
*H<sub>3</sub>: "There is positive impact of job motivation on job performance"*

*H<sub>4</sub>: "There is positive impact of job satisfaction on job performance"*

*H<sub>5</sub>: "job motivation mediates the relationship between career expectation and job performance"*

*H<sub>6</sub>: "Job satisfaction mediates the relationship between career expectation and job performance"*

### Conceptual framework



Above figure shows the conceptual framework of our study. The purpose of this investigation is to through light on the effect and influence career expectation on job performance by using two variables as a mediator that is motivation and job satisfaction.

### Sample data and methodology:

The population of this is surrounded by Management staff of University of Punjab. There are many departments in Punjab university so we select all the departments that are under management sciences for our analysis. We want to analyze the mediating impact of motivation and job satisfaction is the connection between career expectation and job performance.

For the sampling purpose, we use formula of Tabecnic steedal (2012) for sampling, this formula suggests a general rule for sample that is  $IV*15+50$  where IV is independent variables that has been used in this study and according to this rule a sample of 95 questionnaires are sufficient to attain the compulsory statistical power whereas the tool that is used for sampling is questionnaire. Questionnaire was adopted from different research articles such as Edirisooriya (2014) and Ibrar & Khan (2015). Questionnaire is directly filled by respondent that are the students of management sciences.

The survey appliance uses the questions of multiple-choice to analyze the respondent's profile The survey is accomplished by Likert-type 5-point questions. The first section of questionnaire consists of demographic information which is mandatory to sensitivity analysis. The second section of questionnaire consist of four parts. The first part consists 6 questions that are related to

career expectations. The second part consists 4 questions that are based on motivation. The third part based on 4 questions that are based on job satisfaction. Lastly, the fourth part consist 6 questions about the job performance. All the questions that are being used are open ended questions.

### **Model specification:**

This study develops following econometrics model to analyze the results:

1.  $Job\ motivation = \beta_0 + \beta_1(carrier\ expectation) + \mu$
2.  $Job\ satisfaction = \beta_0 + \beta_1(carrier\ expectation) + \mu$
3.  $Job\ performance = \beta_0 + \beta_1(motivation) + \mu$
4.  $Job\ performance = \beta_0 + \beta_1(job\ satisfaction) + \mu$
5.  $Job\ performance = \beta_0 + \beta_1(carrier\ expectation) + \beta_2(motivation) + \beta_2(Job\ Satisfaction) + \mu$

### **Empirical results:**

To investigate the mediating role of job satisfaction and motivation on the relation between career expectation and job performance, first we collect the data from the nonacademic staff of Punjab university through questionnaire, that consist on an open ended questions. After that we check the demographic information “that is necessary for sensitivity analysis” and descriptive statistic “that consist mean, median, standard deviation, maximum and minimum values of data” by using SPSS. After that the measurement/ outer model has been calculated by using SPLS. Reliability (CBa) and validity (convergent and discriminate) of data is also checked. Table of outer loading is also being generated that explained the variance of each item. Lastly, we use partial least regression for investigating the mediating influence of motivation and job satisfaction is the connection among career expectation and job performance that include direct and indirect effects of our IV on our DV

### **Demographic Information:**

An entire of 95 surveys were disseminated to the non-academic staff of University of Punjab. In table 1 the statistical summary of respondents is displayed. This table have data on the majority



of the respondents based on sex, age, capability, and favored language, and nature of employment.

Table 1 represents the demographic information of respondents and shows that out of 95 respondents, 43 (45.26%) are females and 52 (54.74%) are males. The results of the study reveals that Male respondents are more than the females. Out of 95 respondents: 35 (36.84%) are within the age of 20-24 years, 47 (49.47%) are within the age of 25-34, 13 (13.68%) are within the age of 35-4. The age limit of the respondents is round about 20-24 out of 95 percent. Out of 95 respondents: 35 (36.84%) respondent holds bachelor's degree, 50 (49.47%) hold master's degree, 10 (10.52%) hold M.Phil.'s degree. This shows that most of the respondent holds master's degree. Out of 95 respondents: 49 (51.57.8%) respondent prefer English and 46 (48.42%) respondents prefer Urdu. This shows that most of the respondent prefer English language. Out of 95 respondents: 56 (58.94%) respondents are contracted employees while 39 (41.05%) respondents are permanent employees. This research explores that Contract based employees responded a lot in this context. Now, it is essential to talk about whether the example taken in this examination is illustrative of the populace or not. Green (1991) suggest a general rule for sample size that is  $N > 50 + 8X$  where N and X represent the sample size and number of independent variables. In my study a maximum number of 4 independent variables have been used and according to this rule sample of 82 questionnaires are enough. Tabecnic steedal (2012) suggest a general rule for sample that is  $IV * 15 + 50$  where IV is independent variables that has been used in this study and according to this rule a sample of 95 questionnaires is sufficient to acquire the necessary statistical power. This demonstrates the example utilized in my examination could be viewed as illustrative of the populace.

**Table 1: demographic information:**

Respondent demographic	Frequency	percentage
Gender (N=95)		
Female	43	45.26
Male	52	54.74
Age (N=95)		
20-24	35	36.84
25-34	47	49.47
35-44	13	13.68
Qualification (N=95)		
Bachelor	35	36.84
Masters	50	52.63
M.Phil.	10	10.52
Other	-	-
Preffered language (N=95)		
English	49	51.57
Urdu	46	48.42
Other	-	-
Nature of Employment (N=95)		
Contract	56	58.94
Permanent	39	41.05

**Descriptive summary:**

Table 2 represents the descriptive statistics of survey items which indicates that this study was constructed on a investigation of 20 items, answers of 11 items fluctuate from two to five, answers of 5 items vary from one to five, responses of 4 items vary from one to four. The survey was accomplished by Likert-type 5-point questions. Its mean that the range of different score is 2.9662 to 4.2538 and the assessment of standard deviations go from 0.62085 to 1.01345 (see on table 2)

**Table 2: descriptive summary**

Sr.	Items	N	Min.	Max.	Mean	Std. D.
1	C1	130	2.00	5.00	4.1154	0.68917
2	C2	130	2.00	5.00	4.0308	0.71461
3	C3	130	2.00	5.00	4.0692	0.69537
4	C4	130	2.00	5.00	4.0462	0.62085

5	C5	130	2.00	5.00	4.0615	0.63189
6	C6	128	2.00	5.00	4.0469	0.66237
7	M1	128	2.00	5.00	3.9297	0.66621
8	M2	130	2.00	5.00	3.7615	0.69107
9	M3	129	1.00	5.00	2.2558	0.80311
10	M4	129	1.00	4.00	2.2171	0.68421
11	S1	130	1.00	4.00	3.0231	0.66432
12	S2	129	1.00	4.00	3.0853	0.66180
13	S3	129	1.00	4.00	3.0000	0.69597
14	S4	130	1.00	5.00	3.8538	0.68326
15	J1	126	1.00	5.00	2.9762	0.73173
16	J2	130	1.00	5.00	3.5077	1.01345
17	J3	130	1.00	5.00	3.6385	0.98046
18	J4	130	2.00	5.00	3.9308	0.75932
19	J5	130	2.00	5.00	4.1846	0.67954
20	J6	130	2.00	5.00	4.2538	0.62644

### **The measurement model/ outer model**

This study used PLS structural equation modeling (SEM) for the calculations of hypothetical model by using the software of SPLS (Hair, Hult, Ringle & Sarstedt, 2013; Ringle, Wende & Will, 2012). PLS SEM depends on two dynamic multivariate techniques that include multiple regression and factor analysis (Hair, Black, Babin, Andersen & Tatham, 2010). PLS tool is used through analysis of the main and mediating results for this study. Moreover, In PLS analysis, the first step is to evaluate the measurement model, or the outer model. Measurement model is focus with estimate the goodness of measure. Therefore, two main criteria are used in PLS analysis to evaluate the measurement model or what is otherwise called the outer model consist of validity and reliability (Ramayah, Lee & In, 2011).

### **Reliability and internal consistency of data**

Table 2 represents the estimated values of Cronbach's coefficients alpha to examine the reliability and internal consistency of the measures. For the present sample, values of Cronbach's

alpha vary from 0.849 to 0.890 indicating that each multi-item constructs possesses high reliability<sup>1</sup>. Career expectation (alpha = 0.890), job performance (alpha = 0.886), job satisfaction (alpha = 0.849), Motivation (0.876). the values of Cronbach's alpha show that all the constructs are highly reliable and they are internally consistent and the same content is universally measure by the item of each construct.

**Table 3: reliability of data**

Constructs	Valid N.	Number of item.	Cronbach's alpha.
Career expectation	95	6	0.890
Job performance	95	6	0.886
Job satisfaction	95	4	0.849
Motivation	95	4	0.876

#### **Validity of data:**

if we want to get authentic results than is necessary that our data must be valid. We check the convergent and discriminate validity of our data by using the software of Smart PLS. we use the concept of factor loading for checking the convergent validity of our data. According to the Straub et al. (2004), there is presence of convergent validity in our data if the values of factor loading exceeds 0.4. Table 4 shows the convergent validity of measurement of our all constructs i.e. (career expectation, job performance, job satisfaction, and motivation). As we can see that the values of career expectations (0.797, 0.868, 0.834, 0.903, 0.872, 0.556), the values of job performance (0.831, 0.657, 0.621, 0.776, 0.674, 0.782), the values of job satisfaction (0.897, 0.917, 0.805, 0.968), and the values of motivation (0.819, 0.821, 0.856, 0.880). All the values are greater than 0.4 so we can see that there exist convergent validity is exist in our data.

<sup>1</sup> According to Hinton et al. (2004), there are four cut of points for reliability including excellent reliability (0.90 and above), high reliability (0.70-0.90), moderate reliability (0.50-0.70) and low reliability (0.50 or below).

**Table 4: convergent validity of data**

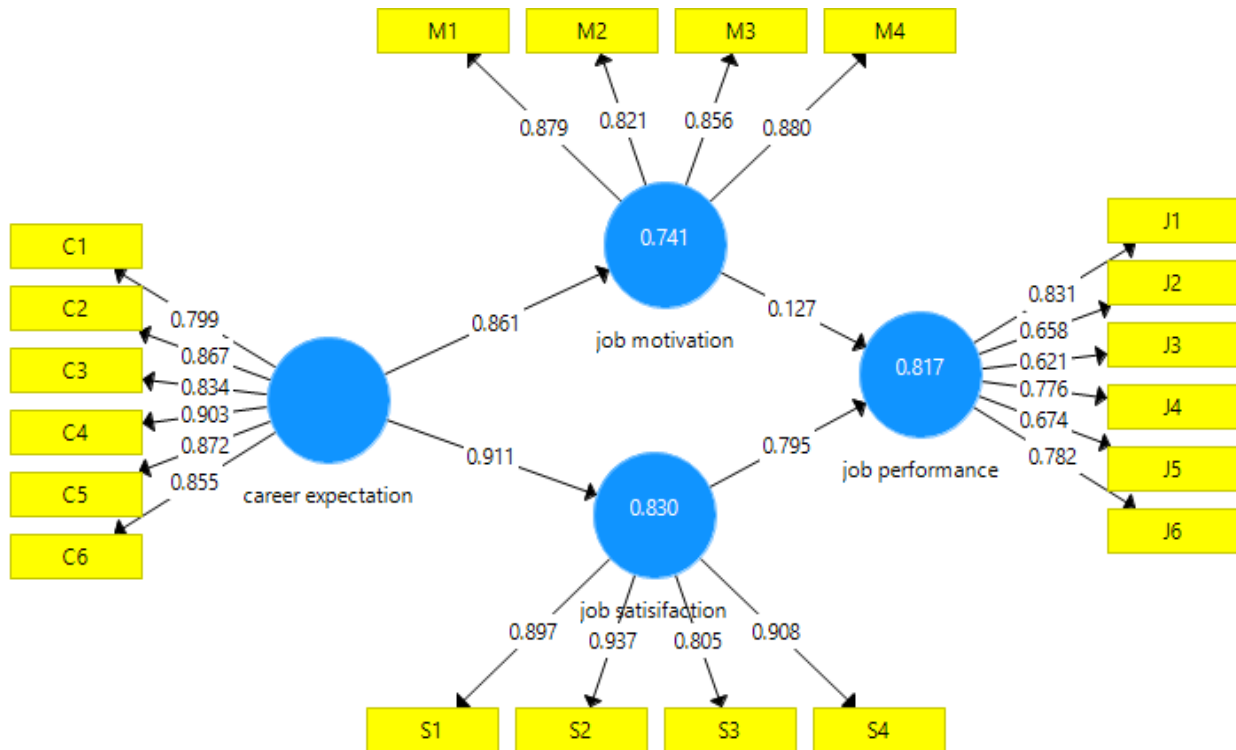
<b>Items</b>	<b>Components</b>
<b>Career expectation</b>	<b>Comp 1</b>
C1	0.797
C2	0.868
C3	0.834
C4	0.903
C5	0.872
C6	0.856
<b>Job performance</b>	<b>Comp 1</b>
J1	0.831
J2	0.657
J3	0.621
J4	0.776
J5	0.674
J6	0.782
<b>Job satisfaction</b>	<b>Comp 1</b>
S1	0.897
S2	0.917
S3	0.805
S4	0.968
<b>Motivation</b>	<b>Comp 1</b>
M1	0.819
M2	0.821
M3	0.856
M4	0.880

Table 5 shows the results of discriminate validity of our data. Discriminate validity can be measure with the help of correlation table. The condition for the presence of discriminate validity is that the diagonal values of the tale must be greater than all other values and all other values should exceed 0.5. As we can see that the diagonal values (0.911, 0.901, 0.888, 0.859) exceeds all other values (0.828, 0.856, 0.821, 0.728, 0.790, 0.833) and all the other values exceeds 0.5. so therefore there is presence of discriminate validity in our data.

**Table 5: discriminate validity**

Variables	Career Expectation	Job Performance	Job Satisfaction	Job Motivation
Career Expectation	0.911			
Job Performance	0.828	0.901		
Job Satisfaction	0.856	0.728	0.888	
Job Motivation	0.861	0.790	0.833	0.859

Figure 2: Measurement model/outer model



Above figure shows the outer model/measurement model of this study. This study used SPLS software for generating this model. this model represents a clear understanding about our proposed model. this figure elaborates the results of four models respectively: The results are demonstrated in table 5 in order to get better understandings.

**Table 6: results of measurement model/outer model**

Hypothesis	Path coefficients	P value	Decision
CE>JM	0.861	0.005**	H1 accepted
CE>JS	0.911	0.000***	H2 accepted
JM>JP	0.127	0.003**	H3 accepted
JS>JP	0.795	0.098*	H4 accepted

Table 6 demonstrates the results of measurement model. Four models have been used in this study in order to achieve our objective. In model 1 of table 7 and figure 2 we have a dependent variable JM and independent variable CE. The coefficient of CE (0.861) is statistically significant at 5% level and states that if there is 1-unit increase in CE, then on average the change in CE will be 0.861 units. Similarly, model 2 of table 7 and figure 2 has a dependent variable JS and independent variable CE. The coefficient of CE (0.911) is statistically significant at 1% level and states that if there is 1-unit increase in CE, then on average the change in CE will be 0.911 units. While model 3 of table 7 and figure 2 has a dependent variable JP and independent variable JM. The coefficient of JM (0.127) is statistically significant at 5% level and states that if there is 1-unit increase in JM, then on average the change in JP will be 0.127 units. On the other hand, in model 4, JS is used as independent while JP is used as a dependent variable and the coefficient of JS (0.795) is significant at 10% and depicts that 1 unit change in JS will in turn change the JP by 0.795 units on average.

### **Mediation test:**

Mediation test is accompanied to determine that either a mediator construct can significantly carry the ability of an independent variable to a dependent variable or not (Ramayah et al., 2011). Correspondingly, mediation test concludes the indirect effect of the independent variable on the dependent kvariable through a mediator variable. The main purpose of this paper is to check the mediation, the test of mediation that has been used in this study is based on “PLS approach”. Significantly, the mediation test used for this paper was based on the PLS approach, hence, the hypotheses for the study were tested using the partial least squares (PLS) structural equations modeling (SEM) technique (Wold, 1985).

Figure 3: Mediation effect

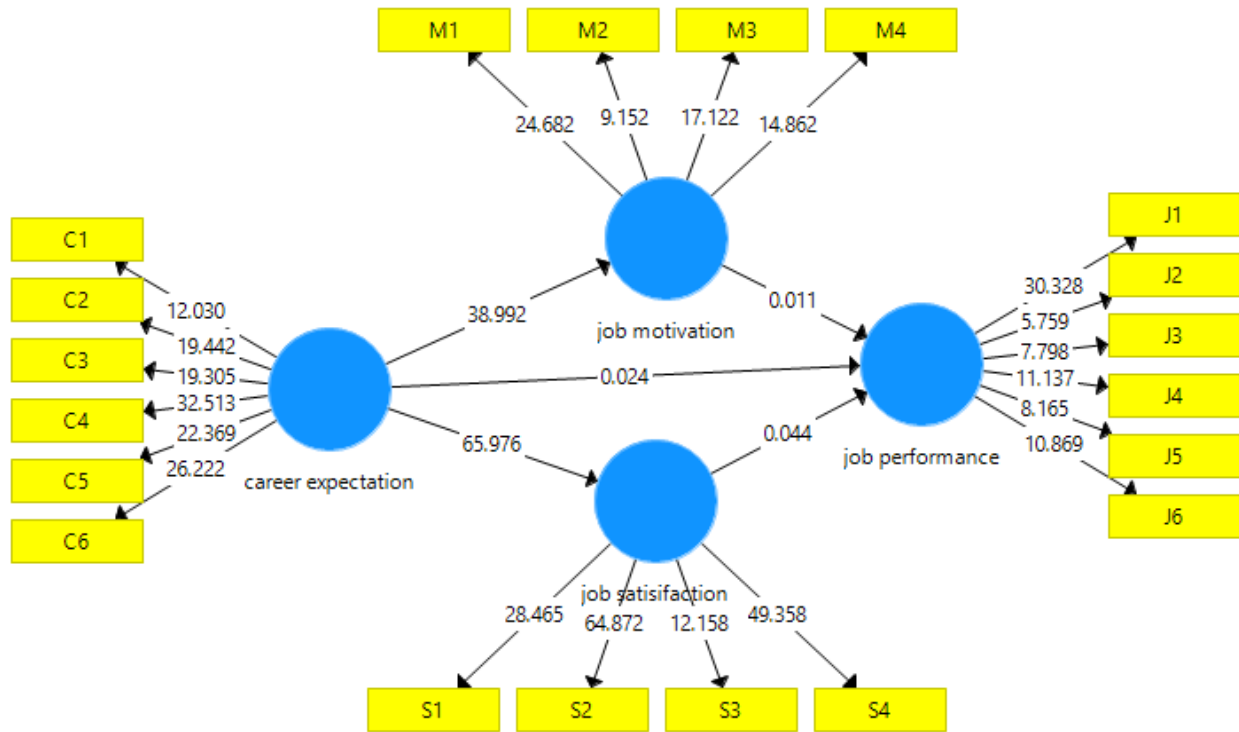


Figure 3 elaborates the results of mediation test. Figure 3 is based on the proposed model that has been generated through smart PLS by using bootstrapping mediation method. The results of this figure with total direct and indirect effects are elaborated in table 8 in order to get great understanding regarding our hypothetical model.

The results of total direct and indirect effects are elaborated in table 8 that are the main results of our model. This table consists of 5 models.

In model 1, the JM is used as a dependent while CE is used as an independent variable, the coefficient of CE (0.949) that is significant at 5% level, elaborates that if there is 1-unit increase in CE then on average the JM will increase by 0.949 units. While in model 2, JP used as dependent variable and CE as independent variable. The coefficient of CE (0.834) that is significant at 5% level, elaborates that if there is 1-unit increase in CE then on average the JP will increase by 0.843 units.



Model 3 uses JS as an explained while CE as an explanatory variable. The coefficient of CE (0.986) that is significant at 1% level, elaborates that if there is 1-unit increase in CE then on average the

**Table 7: Total direct and indirect effects:**

Variables	Coefficients	P value	Hypothesis
<b>Direct effects</b>			
<b>CE&gt;JM</b>	0.949	0.003**	H1 accepted
<b>CE&gt;JP</b>	0.834	0.004**	H2 accepted
<b>CE&gt;JS</b>	0.986	0.000***	H3 accepted
<b>JM&gt;JP</b>	0.832	0.079*	H4 accepted
<b>JS&gt;JP</b>	0.836	0.033**	H5 accepted
<b>Indirect effects</b>			
<b>CE&gt;JM&gt;JP</b>	0.684	0.0436**	H6 accepted
<b>CE&gt;JS&gt;JP</b>	0.123	0.0564**	H7 accepted
<b>Total indirect</b>	0.807	0.0343**	---

JS will increase by 0.986 units

In model 4, JP used as an endogenous while JM used as an exogenous variable. The coefficient of JM (0.832) is significant at 1% level, elaborates that if there is 1-unit increase in JM then on average the JP will increase by 0.986 units.

Similarly, in model, JP is used as a dependent while JS is used as an independent variable, the coefficient of JS (0.836) that is significant at 5% level, elaborates that if there is 1-unit increase in CE then on average the JM will increase by 0.836 units.

Now we move towards indirect effects, in simple words the indirect portion of the model shows that the indirect impact of career expectation on job performance through motivation and job

satisfaction. The coefficient of job satisfaction shows the indirect effect of career expectation on job performance through motivation. The coefficient of job satisfaction (0.684) shows that the career expectation has its influence on job satisfaction which in turn effects the job performance by 0.684 units on average. The level of coefficient significance is 5 percent; indicating that job satisfaction mediates the connection between career expectation and job performance. Additionally, if we compare it with the results of direct effect, we can see that the coefficient of career expectation is also significant. So there is existence of partial mediation which means that the career expectation directly and indirectly (through job satisfaction) effect the job performance of any employee. So, here our 4<sup>th</sup> hypothesis is accepted. Similarly, the coefficient of motivation shows the indirect effect of career expectation on job performance through motivation. The coefficient of job satisfaction (0.123) shows that the career expectation has its influence on motivation which in turn effects the job performance by 0.123 units on average. The level of coefficient significance is 5 percent; indicating that motivation mediates the connection between career expectation and job performance. Additionally, if we compare it with the results of direct effect, we can see that the coefficient of career expectation is also significant. So there is existence of partial mediation which means that the career expectation directly and indirectly (through motivation) effect the job performance of any employee. So, here our 5<sup>th</sup> hypothesis is also accepted. Here we have another coefficient (0.807) which shows the total indirect effect off career expectation on job performance. The coefficient id significant at 5% which shows that career expectation effect motivation and job satisfaction which in turn effect the job performance on average by 1.4282 units jointly. Every organization wants to be compatible and successful. The success of an organization is not

## **CONCLUSION:**

Every organization wants to be compatible and successful. The success of an organization is not based on the effort of an individual. It is based on the mutual effort and performance of all the employees of an organization because the performance of an employee is perceived as an instrument to the progress of an organization. The performance of an employee can be effected by different factors and career expectations are one of them. Career expectation has its direct and indirect influence on job performance. Career expectation is the main factor that make an individual satisfied and motivated which in turn influenced the job performance of an employee.

This study empirically investigates the direct and indirect influence of career expectation on job performance. For this purpose, the data are collected from non-teaching staff of Punjab university. The data are gathered through questionnaire that consist on 5-type Likert scale. The sample that were selected for gathering the data was consist on 95 employees.

After gathering the data, its reliability and validity was checked and then apply SEM for analyzing the results. we find significant negative association between career expectation and job satisfaction, these findings are similar with previous studies (Maxwell, Ogden & Broadbridg,2010; Alansari, 2011; Cadaro, Tomei & Serra, 2017) and suggested that if there is increase in the expectations of employees related to their career, then they will perform better. Similarly, we found significant positive association job performance and job satisfaction these findings are consistent with previous studies (Judge et al, 2001; Bakotic, 2016; Inuwa, 2016) and suggested that if employees are satisfied from their job then they will perform better. We also found the positive significant association motivation and job performance, these findings are similar with (Bateman & Snell, 1996; Shahzadi et al, 2014; Ghafari et al, 2017) and suggested that the employees will perform better if they become motivated. Our findings reveal that the relationship between careen expectation and job performance is partially mediated through job satisfaction and job performance.

These finding suggests that job satisfaction and job motivation are important factors that has an effect on job performance and the performance of employee regarding their job will be better if they become motivated and satisfied from their job.

### **THEORETICAL IMPLICATION:**

There are some implications derived from this study: firstly, the organization should arrange some workshops for the motivation of employees, because if employee get motivated, then they will perform better. Secondly, the manager of organization should give some rewards to their employees so they become satisfied from their job, because if they become satisfied, they will perform better. Lastly, the manager should make promotion policies for their employees so they may expect their better career because if employees expect their better career, then they will perform better.

**LIMITATIONS & FUTURE DIRECTION:**

The study has some limitations: Firstly, this study is conducted in Lahore by collecting the data from non-teaching staff of Punjab university, future study can be conducted by using the data of different employees of different organizations. Future study can be conducted by collecting the data of the employees from different organization from all over the Pakistan. Future study can also be conducted by using cross country analysis.

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