

The Impact of Career Development on the Individual's Well-being: A Case Analysis at Dhi Qar University

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Abstract

The main objective of the research is to analyze the role of career development as an independent variable in job performance as a dependent variable through the individual's well-being as a mediating variable. The researcher chose the government colleges at the University of Dhi Qar, which included (Faculty of Medicine, College of Administration and Economics, College of Education for Sciences (Humanity), College of Education for Science (Pure), College of Arts, College of Physical Education and Sports Sciences, College of Engineering, College of Science, College of Science Computers and Mathematics, College of Agriculture, College of Law, College of Islamic Sciences, College of Mass Communication, College of Archeology, College of Nursing, Presidency of Dhi Qar University) a spatial sample to conduct the research in a sample size of 107) of college deans, assistant deans and heads of departments in these colleges and the study tried Answering many questions that made up the research problem, perhaps the most prominent of which is the main question that states: Is it possible to develop a career path to predict the performance of working individuals, and is there a role in the individual's well-being in strengthening this relationship? The importance of the current research emerges from the importance of its variables and from the studies that emphasized the importance of verifying the relationship between those variables, in addition to the importance that these departments take into consideration with regard to the studied variables, in their quest to achieve outstanding levels of performance or desires similar to scientifically sound universities. To achieve the objectives of the study, which included revealing the nature of the relationship and influences between the variables of the study, the researcher adopted groups of hypotheses, correlation hypotheses, direct influence hypotheses, and indirect influence. To reach the objectives of the study and find answers to its questions and to test the hypotheses of the study, the researcher used many statistical methods, including the correlation coefficient (Pearson), structural equation modeling, and path analysis through statistical programs (AMOS V.26), (SPSS (V 26)). The study reached a number of conclusions, the most important of which is the important role played by the development of the career path through the role of the individual's well-being. The concept of individual well-being for its importance in improving the psychological and personal aspect of the individual.

Keywords: Career, Career Development - Well - Being.

Introduction

Career path development A development that has a wide scope to improve and increase knowledge, capabilities, tendencies and personal characteristics to assume different or higher responsibilities within the organizational development of human resources, as it represents an activity that organizations must undertake so that their knowledge, capabilities and skills are in line with the requirements of the work they do. Thus, achieving the individual's well-being, as well-being represents the individual's experience of pleasure in feeling satisfied and to the experience of happiness in achievement and motivation of the goal. The individual's well-being is affected by experiences at work, and therefore it has an impact on the performance of tasks and other behaviors during work. It is a dynamic building that changes over time and varies within individuals as In recent years, there have been radical changes in the context in which work is performed between the requirements of work and family, as these changes have affected the work environment as individuals spend a large part of their lives at work, and therefore changes in the work environment have a profound impact on their health and well-being, and therefore On the job and performance, there must be importance to the work-life balance, the growth and development of individuals, and health and safety, as the participation of individuals can be the key to achieving sustainable individual well-being and outstanding organizational performance. Individual welfare as an important component of the work framework, identifies the active worker's place as having the power and awareness to interpret and design welfare Work and life satisfaction and emotional reactions to family life events.

First: The Methodology of the Study

The Study Problem

Organizations today compete with the resources they own, as there are tangible resources and intangible resources. Human resources represent the most important resource among the organizations' resources, especially the university's resources, as they are the most decisive resources in achieving their results. Therefore, the success of organizations requires attention to the human resource and fulfilling its requirements, needs and desires. The issue of career development is one of the most important requirements for attention to human resources, as working individuals are transferred from one job to a higher job, relying on knowledge, skills, and capabilities to perform current and future tasks. The general budget, as well as the delay in the administrative procedures taken, which increases the fears of individuals and the failure to achieve good performance due to a sense of lack of interest in it and delaying the career path it deserves, as well as concerns related to retirement and the great neglect that retired individuals suffer from. Solitude for the failure to achieve the goals of individuals, the most important of which is the new career path. Universities must achieve the welfare of individuals to make working individuals more performance and thus achieve the success of those universities. The development of career path programs is one of the priorities that universities must achieve and thus strive to achieve its goals and adapt to changes and developments Increasingly in the light of the business environment, its main characteristic is change and intense competition. Since the performance of the university and the achievement of its goals is a condition for its survival and growth, the study of many variables that represent a challenge to the organization towards the levels of performance that it wishes to achieve has become a matter that cannot be neglected, and perhaps among the most important is the development of the career path and its results in building a human resource with a satisfactory level of well-being as a result of its enjoyment. With a clear degree of job satisfaction, employee commitment, and work-life balance, the study focuses on the potential role that individual well-being can play in the relationship between career development and organizational performance. Hence, the study problem is represented by a set of the following questions:

1. Do the faculties of the research sample work to achieve the well-being of the individual in them? Do these colleges represent a comfortable environment for the individuals working in them?.
2. Do the faculties of the research sample work to achieve the well-being of the individual in them? Do these colleges represent a comfortable environment for the individuals working in them?.
3. Is there an effect of career development on the well-being of the individual in the study sample?.

The Importance of Studying

The importance of the study lies in the following:

1. Studying the relationship between the variables of the study, especially the development of career path programs, including career path development programs directed to the purpose of the job and its tasks and challenges of the career path and its impact on the performance of individuals and thus their job performance.

2. Statement of the importance of the well-being of individuals in achieving the desired job performance and the necessity of showing the development of the career path and the commitment of individuals and how to achieve a balance between life and work.

Objectives of the Study

1. A statement on the extent to which the colleges, the study sample, apply the career path development programs, their interest in human resources, and what are the problems and challenges they face at work.
2. The relationship between career development and individual well-being.
3. Clarify the impact of career development in achieving the well-being of individuals and achieving their career requirements.

Hypothetical Study Plan

Figure (1) The hypothetical study scheme, which includes the relationship between the study variables represented in the development of the career and the individual's well-being as well as job performance.

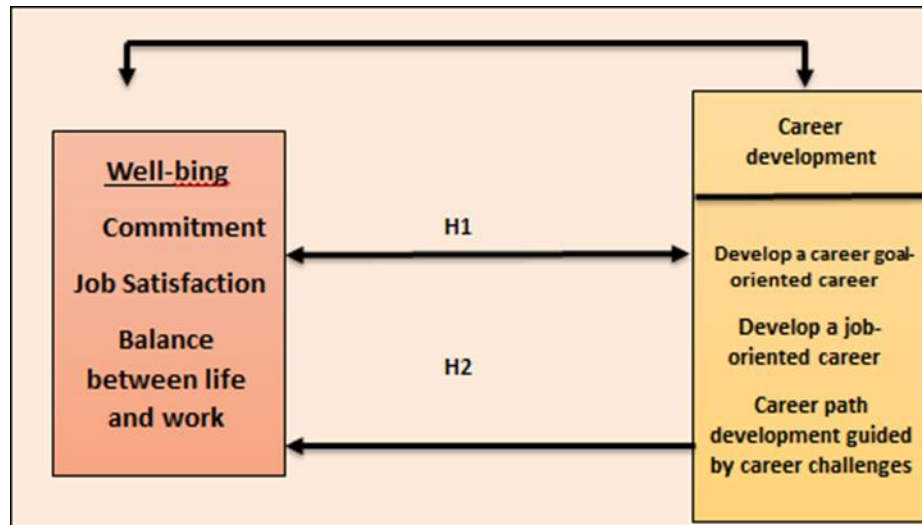


Figure 1: Hypothetical Study Scheme

Research Assumes

The first main hypothesis: There is a significant correlation relationship between the independent variable career path development and the mediating variable the individual's well-being; from which the sub-hypotheses are branched:

1. There is a correlation between the career goal-oriented dimension of career development and the individual's well-being.
2. There is a correlation between the career development dimension directed by the job tasks and the individual's well-being.
3. There is a correlation between the dimension of directed development, the challenges of the career path and the well-being of individuals.

The second main hypothesis: There is a significant effect of the career development variable on the individual's well-being variable and the sub-hypotheses emanating from it, which are:

1. There is an effect There is a significant effect of the career path development dimension directed to the goal of the job on the individual's well-being variable.
2. There is an effect There is a significant effect of the career path development dimension directed to the job tasks on the individual's well-being variable.
3. There is an effect There is a significant effect of the dimension of development directed by the challenges of the career path in the variable of individual well-being.

The Limits of the Study

Spatial limits: A number of faculties of Dhi Qar University were chosen to represent the location of the study, due to the need of these faculties for this type of study.

Time Limits of the Study

If the time limits of the study extend from (1/9/2021) to 1/9/2022) and the period includes the preparation of the theoretical side as well as the practical side of data collection and analysis, leading to conclusions and recommendations.

The Human Limits of the Study

Represented by the intentional sample of the deans and assistants of the scientific and administrative department and heads of scientific departments and administrative departments, who numbered (107).

Study Scales: In this study, the researcher relied on a number of standards used previously in the administrative literature, which are characterized by stability and high credibility, which are shown in Table (1).

Table 1: Study Scales

	Dimensions	variable	NO.	Source
1	Career development	1- Development a career goal-oriented career	(12)	(Chen et al, 2004)
		2 - Task-oriented career development	(11)	
		3- Career development guided by career path challenges	(10)	
2	wellbeing	1- Commitment of individuals	(5)	(Baptiste, 2007)
		2 - Work - life balance	(8)	
		3 - Job Satisfaction	(5)	

Second: The Theoretical Framework

Development is continuous education to improve knowledge and skills related to current and future jobs. Therefore, personnel development is designed to teach individuals how to advance the organization in the future by upgrading their skills in performing tasks (Lussier & Hendon, 2017). (Noe et al, 2017) Development is the process of acquiring knowledge, skills and behaviors that improve the ability of employees to meet changes in job requirements and in the requirements of clients and customers. According to (Mcdonald, 2005), the career is the succession of related jobs and arranged in the job hierarchy, through which individuals move in an orderly and predictable sequence.

The career is lines of progress in the field of employment within the organization for individuals. Development Career (Idowu & Elbanna, 2020) It is a dynamic and long-term process of working and learning towards a preferred and personally designed future at work as career advancement is a long-term path to growth and skill building. (Nugroho et al, 2022) believes that career development is a human resource management activity that aims to improve and increase the effectiveness of the organization's performance with career development, as individuals will be able to carry out work increasingly and make the best contribution to achieving their goals and the organization's goals. A recruitment activity that helps people plan for their future jobs in the organization (Snell & Morris, 2019).

He identified (Chen et al, 2004) three dimensions of career development, which are:

1 - Develop a Career Goal-Oriented Career

pointed out that the career goal is a milestone that must be achieved during the professional life, which provides the individual with the necessary guidance and motivation, as the professional goals enable the individual to structure and motivate work behavior by setting goals and practicing the new and required work behavior and thus these goals Focus on current efforts (Chen et al, 2003). In the exploration phase, it will entail the use of workshops to understand how to play an effective role in their field. It should also facilitate discussions about developing individuals' careers, helping them to identify their main interests and understand their own capabilities. During the inception phase, project assignments are used as a means to facilitate on-the-job training through the use of real-time projects with different topics, while learning how to solve specific problems. The results of their projects, to meet their professional needs, professionalism and achievement, and to enhance their confidence by developing their presentation skills? (Chen et al, 2004) During the preservation phase organizations should provide professional advice as part of the ongoing development of individuals and provide a forum for discussion and help them determine their career path in The future According to Chen et al, 2003), in the phase of disengagement, individuals have gained extensive experience and research knowledge, as the organization may ask them to participate in planning through evaluating replacements and analyzing future management requirements.

2 - Task-Oriented Career Development

Job identification begins when individuals begin to identify opportunities available to them and then take action based on them, show initiative, and spend time and energy developing skills and competencies to achieve them. Therefore, professional tasks focus on achieving achievement (Chen et al, 2003).

3 - Career Path Development Guided by Career Path Challenges

The main career challenge for individuals is to continuously acquire professional knowledge so that they can participate in self-improvement activities related to enhancing professional knowledge, techniques, and attitudes (Chen et al, 2003).

Well-being is a state of being with others that arises when human needs are satisfied, whereby an individual can act in a way to achieve his goals, and feel satisfied with his career (Coulthard et al, 2011). (Dodge et al, 2012) Well-being as a balance between the individual's set of resources and the challenges he faces, as the essence of well-being can be found in the extent to which individuals possess the psychological, social and material resources that the individual needs in facing work challenges. (Shekhar et al, 2019) Well-being is happiness or a state in which things are generally OK, prosperity and comfort. These factors express (some forms of) positivity in life. (Granlund et al, 2021). Well-being is as mental health that includes the positive emotional states of well-being in two different ideas of happiness (happiness or pleasure), i.e. living an enjoyable life, or happiness (striving for something more - either personal growth or something outside of oneself), i.e. living a purpose-oriented or fulfilled life. (Baptiste, 2008) identified three dimensions of individual well-being:

1. Commitment to individuals: Commitment is the force that binds the individual to a course of action related to a particular goal. Commitment will encourage discretionary behaviors that will lead to positive goals results and thus enhance the individual's commitment to the organization. There are three forms of commitment identified by Collier & Esteban, 2007), namely: Effective emotional commitment (driven by attachment to the organization). Emotional commitment is based on personal identity and the value of matching with the goal. Normative commitment (based on the belief that there is an obligation to remain in the organization) Normative commitment is based on organizational socialization and a sense of obligation to the benefits received. Continuity of commitment (perceived cost of leaving) of continued commitment is linked to the perception that it is better to stay with the organization than to leave.
2. Work-life balance: (Abdirahman et al, 2018) The work-life balance is the method that determines the work-life balance as a method of dealing with the duties of the individual and work, as the idea of work-life balance deals with the results of the methods of balancing the individual between competing demands from home Work as work-life balance can be categorized from several aspects, namely, time balance, which relates to the amount of time prepared to complete work and other activities. (Singh et al, 2022) The work-life balance is the extent to which the individual's effectiveness and success in both work and family responsibilities are balanced with the individual's personal desires.
3. Job satisfaction is a general positive emotional evaluation from a cognitive perspective, as it represents a logical and rational evaluation of work conditions, as satisfaction relates to whether the job stimulates individuals' pleasant feelings and positive feelings (Zhu. 2013). (Jalagat Jr, 2016) Job satisfaction is a feeling that appears as a result of the perception that the job enables the physical and psychological needs. Whether one loves or hates his work, individuals are likely to be satisfied or dissatisfied with their job or work, as job satisfaction can be met positively when one's expectations correspond to the real result. (Agbozo et al, 2017) Job satisfaction is an emotional response to various aspects of individuals on the job, as it represents a set of psychological, physiological and environmental conditions that cause an individual to honestly say, "I am satisfied with my job." In general.

The importance of individual welfare the welfare of the individual has a direct impact on the performance and productivity of organizations at the level of the individual and the organization for the performance of individuals (Juniper et al, 2009). Contribute to the growth of many forms of alternative work schedules that give individuals working in some professions more choices and control over the place, time and amount of their work. Working individuals have more flexibility in work schedules that enables them to participate in other meaningful non-work related roles such as family and child care and education (Kossek et al, 2012). Well-being is a means to satisfy the individual's life requirements by increasing salaries and wages, whether these requirements are essential to his living and survival or his permanence and his sense of reassurance in order to increase communication of human relations in society, as wages or salaries contribute to achieving comfort and well-being for working individuals (Al-Karkhi: 2014). It plays a key role in the success of organizations, as it is an important indicator of the productivity of the individual, absenteeism and turnover from work (Svetlana & Bakker, 2016).

Relationship between Career Development and Individual Well-Being

There is a great relationship between career development and individual well-being, as loyal individuals in their work always choose to stay with their organizations because their survival is linked to the ability of individuals to meet the organization's needs at work. Individuals are organizationally oriented and therefore there will be higher emotional commitment for individuals whose experiences in their organization meet their needs, achieve career goals and develop professional capacity (Weng et al, 2010). The work environment has a positive impact on the job satisfaction of individuals, as poor working conditions restrict individuals to develop their capabilities and achieve their full potential. Therefore, it is necessary for organizations to realize the importance of a good work environment for individual job satisfaction (Maulabakhsh, 2015). Organizations that allow individuals to experience career development create a kind of mutual investment in the relationship between the individual and the organization as they assert that such a relationship leads to the individual feeling more aligned with the organization resulting in higher emotional organizational commitment and thus, individuals who experience career development by working on tasks Those who are relevant to their career goals, allow them to learn new things and grow professionally, and who understand that the organization is willing to reward them for their efforts will have higher levels of emotional commitment in contrast to individuals who are difficult to achieve their career goals, who are assigned tasks that do not allow growth, and who do not realize Little correlation between their efforts and organizational rewards (Weng et al, 2010).

Third: Statistical Description

This topic includes the presentation of the results of analyzing the answers of the sample members of the study, describing it, and then diagnosing it based on some descriptive statistics represented by (arithmetic mean, standard deviation, coefficient of variation, relative importance, order of importance) at the level of the current study variables and their sub-dimensions and measurement items. Depending on the use of some programs, namely SPSS V.26, Microsoft Excel, as this topic includes two main axes: The first axis: the independent variable includes career development, and the second axis: the variable includes the individual's well-being.

Table 2: Arithmetic Means, Standard Deviations, Coefficient of Variation, Relative Importance, Level of Answer and their Arrangement for the Career Path Development Program Variable

Order of importance	Answer level	Relative importance	Variation coefficient	Standard deviation	Arithmetic average	Paragraphs	S
3	High	%78.6	%20	.793	3.93	Develop a career goal-oriented career path	1
1	High	%80.4	%19	.779	4.02	Develop a job-oriented career path	2
2	High	%79.2	%21	.823	3.96	Career development guided by career path challenges	3
	High		%19	.745	3.97	The overall rate of the career path development variable	

Figure (2) The graph shows the arithmetic averages of the dimensions of the career path program development variable, as follows:

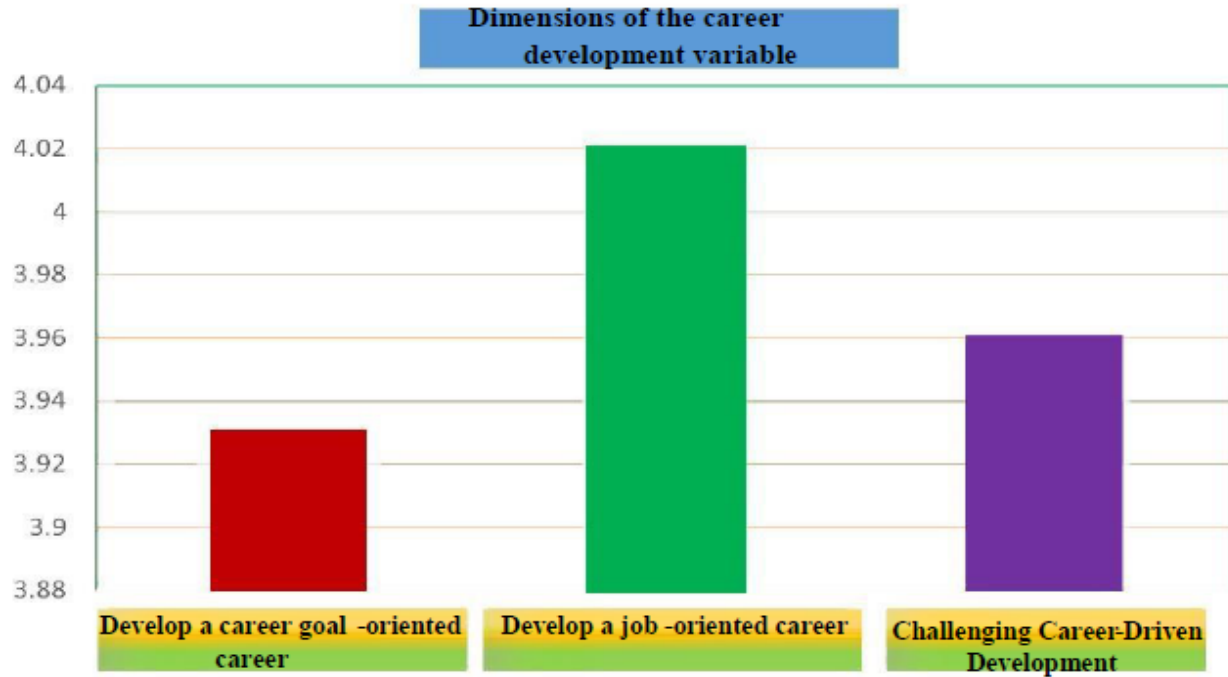


Figure 2: Arithmetic Averages of the Dimensions of the Career Path Development Variable

Testing the first main hypothesis: There is a significant correlation between the independent variable (career development) and the variable (individual well-being):

Table 3: Shows the Correlation between the Independent Variable, Career Path Development, and the Individual's Well-being Variable

Career path development	Challenging Career-Driven Development	Develop a job-oriented career path	Develop a goal-oriented career path		Dimension Variable /
.906	.795	.870	.872	Pearson correlation	individual wellbeing
000.	000.	000.	000.	Sig. (2-tailed)	
107	107	107	107	N	
.899	.813	.850	.855	Pearson correlation	Job Satisfaction
000.	000.	000.	000.	Sig. (2-tailed)	
.804	.701	.786	.767	Pearson correlation	Commitment of individuals
000.	000.	000.	000.	Sig. (2-tailed)	
.839	.720	.808	.825	Pearson correlation	Satisfaction with work-life balance
000.	000.	000.	000.	Sig. (2-tailed)	
**. Correlation is significant at the 0.01 level (2-tailed).					

Correlation coefficients between the career path development variable with its dimensions and the individuals well-being variable.

The results of the correlation test, according to Table, showed a very strong positive significant correlation between the career path development program variable and the individual's well-being variable. The value of the correlation coefficient between them reached (0.906) and this value indicates the strength of the direct relationship between these two variables at a significant level (0.01).) with a confidence degree of (0.99), and therefore the main hypothesis is accepted, which states that there is a correlation between the variable of career development programs and the mediating variable, the individual's well-being. As for testing the sub-hypotheses that emerge from the main hypothesis, they are as follows:

1. There is a correlation relationship between the career path development dimension directed to the goal of the job and the individual's well-being:
The results of the correlation test, according to Table, showed a very strong and positive significant correlation between the development of the career path directed to the goal of the job and the variable well-being of the individual.) with a confidence degree of (0.99), and therefore the sub-hypothesis is accepted, which states that there is a correlation between the dimension of the career path development directed to the goal of the job and the mediating variable the individual's well-being.
2. The results of the correlation test, according to Table, showed a very strong positive significant correlation between the development of the career path directed by the job tasks and the individual's well-being variable. The value of the correlation coefficient between them reached (0.870), and this value indicates the strength of the direct relationship between them at a significant level (0.01).
3. There is a correlation between the dimension of directed development, the challenges of the career path and the well-being of individuals the results of the correlation test, according to Table, showed that there is a strong, positive correlation between the dimension of development directed at the challenges of the career path and the variable of individual well-being. Confidence of (0.99), and therefore the sub-hypothesis that states that there is a correlation between the dimension of directed development with career path challenges and the variable well-being of the individual is accepted.

Testing the second main hypothesis: There is a significant effect of the career development variable on the individual's well-being variable and the sub-hypotheses emanating from it, which are:

1. There is an effect there is a significant effect of the career path development dimension directed to the job objective on the individual's well-being variable. The form of the structural modeling (SEM) equation has been formulated to analyze the impact of career path development on the individual's well-being after formulating the hypothesis required in the analysis of its direct impact.

Table 4: The Structural Modeling (SEM) Equation to Analyze the Impact of Career Development on the Individual's Well-being

PATH	Estimate	S. E	C.R	P. value
WEE <--- CAD	.928	.042	21.975	0.000
PATH	Estimate	S. E	C.R	P. value
WEE <--- CAD	.928	.042	21.975	0.000

Source: AMOS V 26

It is noted from Table a significant relationship of the direct effect of the career development variable on the individual's well-being. 0.000), which is a value less than the significance level of (0.05), and thus the acceptance of the fourth main hypothesis is achieved. As for the sub-hypothesis test (1), the form of the structural modeling equation (SEM) was formulated to analyze the impact of the job-oriented career path development on the individual's well-being after formulating the hypothesis required in the analysis of its direct impact.

Fourth: Conclusions and Recommendations

Conclusions

1. The results of the study showed the availability of a large level of career development for the studied sample, and this indicates the university's interest in developing the career path.
2. The results of the study showed the availability of a large level of individual well-being within the faculties of the study sample.
3. There is a great correlation between career development and individual well-being. The more the organization pays attention, the more individuals feel that the organization is working on developing their skills and abilities to perform their jobs more effectively, the more they feel well-being and satisfaction with the organization.
4. There is a significant impact of career development in achieving the individual's well-being, as the more the

organization pays more attention to its working members, the greater their satisfaction with the organization and their feeling of well-being and fulfilling their requirements.

5. Faculties suffer from a lack of training programs outside their borders, as well as special budgets to finance training outside the university borders.

Recommendations

In order to complement the requirements of the study, and in light of the foregoing theoretical framework of the subject and the conclusions shown by the statistical analyzes on the other hand, we review the following set of recommendations made to the colleges at the University of Dhi Qar in general, and to the colleges of the study sample in particular, which are the following:

1. The need for the college to provide a dual or multiple career path, which contributes to enabling individuals to determine their future career directions and seek to develop the knowledge, skills and capabilities necessary to perform the tasks.
2. Availability of a training program for individuals outside the college borders, supported by financial budgets commensurate with the size of the development program.
3. Providing working individuals with a clear set of expectations and directions regarding their career development trends, identifying the skills required for promotion, adopting and supporting the university's career development strategy, and providing positive and stimulating approaches to career development.
4. The need to pay more attention to achieving the individual's well-being, especially with regard to work flexibility and flexible work schedules, especially since there are sometimes delays in reaching work due to cuts outside their control due to the conditions in the governorate.
5. Work to attract the right individuals who have the skills, abilities and capabilities desired by the university and work to develop them in order for the university to be more efficient.

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