TÍTULO: Examen del desarrollo de la carrera en Organizaciones Financieras considerando dimensiones estructurales influyentes en Sina Bank.

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RESUMEN: El estudio examina el desarrollo profesional en organizaciones financieras con dimensiones estructurales influyentes en Sina Bank y se identifica y explica el desarrollo de la trayectoria profesional en estas sucursales. Se examinan las opiniones de los expertos mediante el método de encuesta descriptiva. La población estadística del estudio está formada por expertos en el campo de la banca, incluidas 15 personas seleccionadas para la entrevista y 218 que fueron seleccionados para completar el cuestionario. La recopilación de información ha sido la lista de verificación en la sección de metanálisis, la entrevista y el cuestionario realizado por el investigador en la sección relacionada con el examen de las opiniones de los expertos. La validez del cuestionario se ha determinado en 0,95.

TITLE: Examination of career development in Financial Organizations considering influential structural dimensions in Sina Bank.

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ABSTRACT: The study examines professional development in financial organizations with influential structural dimensions in Sina Bank and identifies and explains the development of the professional career in these branches. The opinions of the experts are examined through the descriptive survey method. The statistical population of the study consists of experts in the field of banking, including 15 people selected for the interview and 218 who were selected to complete the questionnaire. The collection of information has been the checklist in the meta-analysis section, the interview and the questionnaire carried out by the researcher in the section related to the examination of the opinions of the experts. The validity of the questionnaire was determined at 0.95.

INTRODUCTION.

The philosophy of existence of organization relies on human life. Human beings give life and spirit to the body of organization, move it and manage it. Organizations without human beings will not only have no meaning, but also administration of them will not be possible. Even if organizations will become technological in future and will be transformed into a mass of hardware, still the role of human as a vital and strategic factor in organizational survival will remain. Hence, human resources are the most valuable source for organizations (Yuandong et al., 2019). They are the ones who shape organizational decisions, provide solutions, and ultimately solve problems of the organization, and improve efficiency, and give meaning to performance and effectiveness.

Quality of individuals' work life and performance is one of the important topics of human resources, which in today's world has attracted significant attention of experts (Mehdipour and Bazmandeh, 2015). A quality of work life program is a process by which all members of the organization, through open and appropriate communication channels created for this purpose, interfere in some way in the decisions that influence on their careers in particular, and their work environment in general; and therefore, their participation and satisfaction of the career will be more and nervous pressure resulting from work will be reduced for them. In fact, quality of work life represents a kind of organizational culture or management method based on which the employees feel ownership, autonomy, responsibility, and self-esteem (Tehrani et al., 2017).

The path for career development consists of a series of career opportunities that a person gains throughout his/her life. Traditionally, career development paths are judged on the basis of upward advances and promotions in organizational structure. But today, they are evaluated based on better criteria that consider individual's tendencies and experiences, too; for example, an individual can have a successful career path without even having any progress. In the same way, people can have

various jobs in horizontal direction, although they have not progressed vertically; but their widespread experiences cause them to have a successful career path (Denault et al., 2019).

With emergence of lots of changes in various workforce issues, including an increase in the ratio of elderly employees, working mothers, etc., requirement for organizations to shorten the hierarchy in organizational structure emergence of new technologies which cause necessity of increased skill in employees_ social changes, and laws and regulations on salaries and wages all signify importance of the role of career progress path in fate of the organization. For the same reason, collaboration of employees and management in career progress path is of great importance and employees and organization must be more active to meet individual and organizational demands, especially as these demands are constantly changing (Cort et al., 2018).

Due to complexity and diversity of the rules governing promotion of employees, career path management strategy provides the possibility of using all the information needed by organizations in this regard, and by providing this information and a suitable and flexible ground for defining the approved promotion structures, provides a suitable ground for implementing these structures and the related processes, and thus plays an effective role in meeting the needs of this area. "Career development", in terms of rules and procedures governing it, as well as from the viewpoint of organizational programs for planning career path of employees, has always been emphasized by successful organizations in the field of human capital management. For this reason, registration and maintenance of rules for promotion of groups and staff ratings in order to identify the qualified ones, promote, and help to maintain human forces and use their useful experiences during the service is a challenge that these organizations mention as one of their most important needs (Newman et al., 2018).

In fact, it should be argued that problems in the path of career development are opportunities for you to be able to present your talents and to participate in development of the company. And many

advances are carried out by smart and talented employees who act more than their determined career scope. Nothing satisfies managers more than employees who struggle with problems. But what matters is recognition of skills.

Skill recognition leads to security, because these are not tools and facilities that are available to employees, but these are their existence and some kind of ability and potential that transfers them from one position to another and from one career to another (Chamandy and Gaudreau, 2019). Job titles are just labels and often cause misleading. Companies still take these titles very seriously. They are qualities that describe careers. These required skills do not describe professions. Job titles have different meanings in different disciplines, so, it is so important to find out what each job title means and how it relates to transferable talents and skills (Wehrle et al., 2018).

DEVELOPMENT.

Statement of problem.

With the advent of science and technology, new jobs and professions are emerging, and some professions also go out of business. Traditional professions, even if they can continue their existence, the numbers of their specialized fields increase, and their tools and methods and utilization methods will be diversified, and thus, professional skills that individuals have acquired at some time, will not be enough during their entire business life. With these skills and with disappearance of professions, jobs lose their meaning and therefore, the methods for doing jobs become inefficient.

The increase in communication and transportation facilities creates the context for increase in displacement of workforce, and employees' competitors are no longer just domestic forces, but they are employees from all countries (Amirkhani and Dehkordi, 2016). As a result, if employees cannot develop themselves, gradually their chances of continuing lifelong cooperation in the organization will be reduced.

Today, the goal of employees and organizations is to keep skills up to date and improve working ability at a flexible level. If employees want to have career transfer or are in an area they want to progress, identification of gaps in skills and knowledge is a crucial step. Improving working ability means empowering capabilities and understanding where these gaps can be eliminated. Meanwhile, development of multiple skills also seems necessary because, if employees want to cross regulatory boundaries and create balance and coordination between daily tasks and specific projects, they must be able to progress (Webster, 2019). Of course, it should be noted that continuous training is a special point in this issue.

Continuous training means that employees must keep themselves updated in consistency with new technologies, industries, and working structures, and become aware of market procedures and changes in working needs. Therefore, using talents and abilities and expressing one' existence is one of the most satisfactory human endeavors. Meanwhile, working is a natural cycle for expressing existence. Recognition of skills and talents results in more self-awareness of human; self-awareness and capability create confidence and self-confidence; and self-confidence leads to success.

Organizational values such as organizational commitment and organizational citizenship will be replaced by attitudes such as individual autonomy, individual ownership, and so on. In traditional attitude, the turning point of career path is organization, but the responsibility of guiding the career path is significantly the responsibility of individuals, and therefore, people have to be the captain of their own ship (Venegas et al., 2019).

"Waterman" and his colleagues named the result of this relationship for employees as "flexible career progress path". One of Waterman's colleague authors also has mentioned self-reliance in career progress path and has defined that as the ability to actively manage work life of an individual in a rapidly changing environment. The meaning of this idea is that a company helps its employees to

evaluate and update their skills so that they will be able to adjust themselves with the changing needs of business or find a job somewhere else with good readiness (Akbarpour et al., 2016).

Career path development is based on the logic that the fit between individuals' occupational tendencies and the working environment will result in job satisfaction, increased commitment and performance, while inconsistency between them will lead to dissatisfaction and changing of job. So, organizations when choosing individuals for jobs should try to select personality traits and tendencies of individuals as appropriate to occupations and the organizational environment (Tehrani et al., 2017). On the other hand, one of the organizational challenges about individuals' jobs is lack of appropriate insight into capabilities and incentives that allow for potential success of occupational fields. In fact, people do not have a good understanding of development of their career path. Lack of attention by managers to development of career path will lead to compulsory working in the organization; that is, managers, without considering individuals' skills, interests and motivations, employ them and this will result in creation of a gap between individual and organizational goals and possibly people will show reluctance in their jobs (Dilmaghani et al., 2015).

According to Webster's writings, Kaplan believes that dimensions of career anchors are hidden from compulsory working of organization. This move in individuals, without attention to their skills, interests, and motivations can create a negative contrast between goals of organizations and individuals.

Acceptance of position of the organization, without attention to future opportunities, talents, values and level of interests of individuals can create certain reluctance in individuals toward their careers and incur costs to organization (Webster, 2019).

People in the business and organizational world are looking for growth and progress; thus, they choose the path which has been designed by discretion of manager. The task of managing career progress path is to establish compatibility between individuals' needs and potential abilities on the

one hand, and professional needs of organization on the other hand, and to determine career progress path of each individual during his working period. Management of career path development is one of activity sectors of human resource managers who, by finding the path to progress for each individual in his/her work life, lead him/her toward perfection. This important point causes higher job satisfaction and professional tenure and effectiveness.

In the complex world of today, occupational life and human life have intertwined and intricate economic conditions and domination of work life on private life have led to attention to quality of work life. An increasing number of organizational leaders gradually found that quality of human resources is the reason for major differences in short-term and long-term performance (Denault et al., 2019). Therefore, human resource specialists need to pay special attention to progress of employees and, by applying comprehensive and precise management, prepare stages of employees' career progress, logically and precisely, in order to achieve goals of individuals and organization.

Career progress path is not accidental and random; and in order to motivate employees, career progress should be designed based on specific criteria and rules and according to individuals' interests and abilities. Considering the mentioned points, the present study aimed to investigate and explain career development in financial organizations given the structural dimensions affecting Sina Bank. The purpose of this research is to enable bank branches staff to examine the impact of management and planning for their personnel's career paths, as well as to determine the current status of career path in Sina Bank branches of Southeast region of the country.

Research literature.

The research literature is divided into two domestic and foreign parts:

Domestic researches.

Tehrani et al. (2017) conducted a research aimed to predict career path of employees of branches of Refah Bank in Tehran. For this purpose, they selected 290 employees of Refah Bank branches in Tehran by cluster random sampling method.

Content validity of their questionnaire was approved by experts in this field and its reliability also was confirmed by Cronbach's alpha test. In order to describe the information related to general characteristics of respondents, descriptive statistic indices such as frequency and percentage have been used, and Kolmogorov-Smirnov test has been used in order to confirm or reject normal distribution of data to measure variables.

Pearson correlation coefficient test and regression analysis have been used in order to analyze the research hypotheses and the results showed that job experience predicts career path of employees of Refah Bank branches in Tehran; and by increase of job experience, career path is improved in them. It is recommended that Refah Bank use experienced people in order to select its employees, and newly arrived staff will be trained by experienced staff so that in this way, they will share their experiences. In another study, Amirkhani and Dehkordi (2016) argued that the term "career path" and determination of specific career paths are one of the important issues in human resource management. Career path is a tool for creation of balance between needs of organization and needs of employees, and since employees are one of the valuable and effective assets in organizational efficiency and as a result, organizational goals, attention to their moving during the life span and career progress paths is one of the essential and necessary issues in any organization.

In this research, they have examined career path of employees of Tax Affairs Organization using Edgar Schein model, and the impact of five service supports of this model on efficiency of Tax Affairs Organization employees. Two Edgar Schein and efficiency questionnaires have been used to achieve research goals and analysis of them has been conducted using SPSS and LISREL software programs; the obtained results showed that security support is the most important service support in Tax Affairs

Organization, and technical-professional competencies support is the most influential support in efficiency of employees of Tax Affairs Organization.

Akbarpour et al. (2016) argued that since individual's progress and career development in the organization are both for the benefit of individuals and for the benefit of organization, it is necessary to use career path management in organizations. In this study, they have tried to, while presenting the definition and history of career path, mention the consequences of existence or absence of a career path in the organization as well as the impact of management on career path and its importance. Then, by analyzing a number of valid foreign papers, results of implementation of career path management in individuals and organizations and its role in career development have been studied.

Mehdipour and Bazmandeh (2015) in a study have investigated prediction power of career enthusiasm bases on organizational identity, path motivation, and psychological ownership variables in employees of Sarcheshmeh Copper Company. The statistical population of their research was all employees of Sarcheshmeh Copper Company of Kerman who had been working there in 2013 among whom, 220 were selected by random stratified sampling method in order to participate in the research. The tools used included organizational identity, psychological ownership, path motivation, and career enthusiasm questionnaires.

The data have been analyzed using Pearson correlation coefficient and stepwise regression analysis methods. Results of the research indicated that there was a significant positive relationship between organizational identity, path motivation, psychological ownership variables and career enthusiasm. Also, the results using regression method showed that all three variables of organizational identity, path motivation and psychological ownership are good predictors for career enthusiasm.

In another study, Dilmaghani et al. (2015) have examined career path and organizational commitment in faculty members of Payame Noor University. The research method has been descriptive correlational and 70 faculty members have been randomly selected based on the university unit of

service, using stratified volume-proportional sampling method. Two standard questionnaires of career path based on Schein model and organizational commitment questionnaire based on Meyer and Allen model have been used to collecting the research data. In order to determine validity of the questionnaires, opinions of educational sciences and management experts have been used and in order to determine reliability, Cronbach's Alpha coefficient has been used in a preliminary study on a sample of 30 people, which was %894 for career path questionnaire and %933 for organizational commitment questionnaire.

The research data after collection have been analyzed based on the research hypotheses and using MANOVA analysis and multiple regression analysis. The obtained results showed that: there is a positive and significant relationship between functional-technical competence and general management competence and all components of organizational commitment; there is a positive and significant relationship between components of organizational commitment and components of career path; also, components of functional-technical competence, general management competence, autonomy, pure challenge, and lifestyle are significant predictors of organizational commitment.

Foreign researches.

Yuandong et al. (2019), in a study that selected 117 managers to study their career path, identified the importance of occupational enrichment and career path development based on the average of lifestyle, entrepreneurial creativity, independence, service, pure challenge, functional-technical competence, security, and managerial stability and competence, respectively. The results of this study are different from the results by Gainsborough et al. In a study on 1574 employees from several European companies, they analyzed the data by SPSS software the results of which indicated that planning of career path development and organizational commitment have a great impact on job satisfaction. Job commitment has a direct positive and significant effect on job satisfaction. Planning of career path development has a significant effect on job satisfaction. Regarding career path wishes,

they achieved the result that career path in European managers is such that entrepreneurship creativity has the first rank and lifestyle has the last rank.

Denzigar and Valencia (2019) in a study using independent T test showed that there is a significant difference between career path development of self-employed people and people with paid jobs. Also, there was a positive and significant correlation between career path development based on Schein model and career path in individuals. There was also a significant positive relationship between job satisfaction and performance.

In another study, Azman et al. (2017) investigated the impact of planning of career path and career path development on career path commitment. Results of the research showed that career path planning and career path development have a positive and significant relationship with organizational commitment. Secondly, there was a significant relationship between career path management and career path development and organizational commitment. This result shows that professional development serves as an effective mediator variable in the relationship between professional planning and professional commitment in the organizational sample. Houghton and ChooQuek (2001) who collected their required data using a questionnaire and analyzed them using factor analysis, correlation test, and multiple regression, showed that there is a significant positive relationship between technical-functional competence, autonomy-independence, entrepreneurship creativity, lifestyle, security and stability, pure challenge, general management competence, and internal and external satisfaction, and employee performance.

In another study, Foory et al. (2017) examined the impact of professional development, organizational justice perception, and job satisfaction on organizational citizenship behavior of teachers. The data were analyzed by structural equations method. The data were collected from 178 teachers. The results showed that career path development has a significant effect on perceived organizational justice, job satisfaction and organizational citizenship behavior. Also Coldwell (2017) conducted a research

entitled "Examination of the impact of career path development on professional commitment of teachers' jobs using path model approach". This study presents a path model to explore the relationship between career path development and professional commitment of teachers. The data needed for this study was collected by interviewing 25 teachers and responding to the questionnaire by 500 teachers. The results showed that career path development has a positive impact on professional commitment of teachers and leads to career progress in teachers.

Theoretical framework.

Success of organizations, especially governmental organizations and organizations dealing with a large number of clients depends on the staff and, in fact, its human resources. Competitiveness and growth and survival of organizations depend on having expert and professional human resources and use of these capitals in appropriate jobs as well as appropriate times.

Managers of organizations try to create needed motivation in their human resources so that they can observe the best and most desirable performance from their employees and ultimately facilitate achievement of long-term goals of organization. Growth and development of organizations is not possible without attention to human capitals and workforce. All organizations pay attention to human resources as key and essential assets of organization.

Managers of organizations try to create needed motivation for achieving organizational goals in their human resources. On the other hand, optimal performance is the ultimate goal of any organization. Creating the necessary motivation in employees and ultimately achieving optimal and desirable performance is one of the main concerns of senior managers of organizations. Performance-based payment method is one of the well-known methods of managers that lead to creation of motivation in human resources. In this method, in order to motivate the employee, the amount of his/her salary is determined in proportion to his/her level of performance; and in this way, the individual's salary is fully linked to his/her performance.

Career promotion path explanation plan is one of the performance-based payment methods in which employees receive additional pay according to their performance. Career path development is consecutive set of individual attitudes and behaviors in the field of activities and experiences related to career during the career life. Since almost all people in all occupations and posts learn unique experiences, so, each individual in fact pursues a unique career development path through which he/she can make decisions in his/her work life.

Career path development in an organization like bank is of special importance. In order to motivate the employees to have more efficiently and also to improve quality level of banking services, it is essential to follow career promotion path. Due to sensitivity of banking activities and the relationship between employees and customers, obtaining the best feedback from customers is important for bank employees. Career path promotion is a factor that can improve bank performance and keep customers pleased and satisfied. Given the importance of this, the conceptual foundations and theoretical framework of the present study are presented as follows.

Career path model has been developed based on Schein (1996) research. Schein (1996) after longitudinally studying career path of a group of Massachusetts Institute of Technology managers and students and creating a concept of career orientations, divided it into the following general dimensions: technical and functional competencies; managerial competencies; independence/lack of dependency; security/stability; feeling of service/sacrifice; pure challenge; integrated lifestyle; entrepreneurial innovation. The present study aimed to examine current status of career path and develop a desirable model for it among bank employees. So far, no research has been done with this title and this theme in the considered statistical population; thus, it can fill the theoretical gaps in this area to some extent and is some kind of innovation from this perspective. The present study develops a model for career development examining the status of structure dimensions and career path.

Based on theoretical foundations and researches of the researcher, dimensions of career path among bank employees have been identified and classified as follows: creativity and innovation, technical and functional competencies/ managerial competencies, security and stability, service provision, self-esteem, Independence. Based on the identified components and dimensions, the proposed conceptual model is shown (Figure 1).
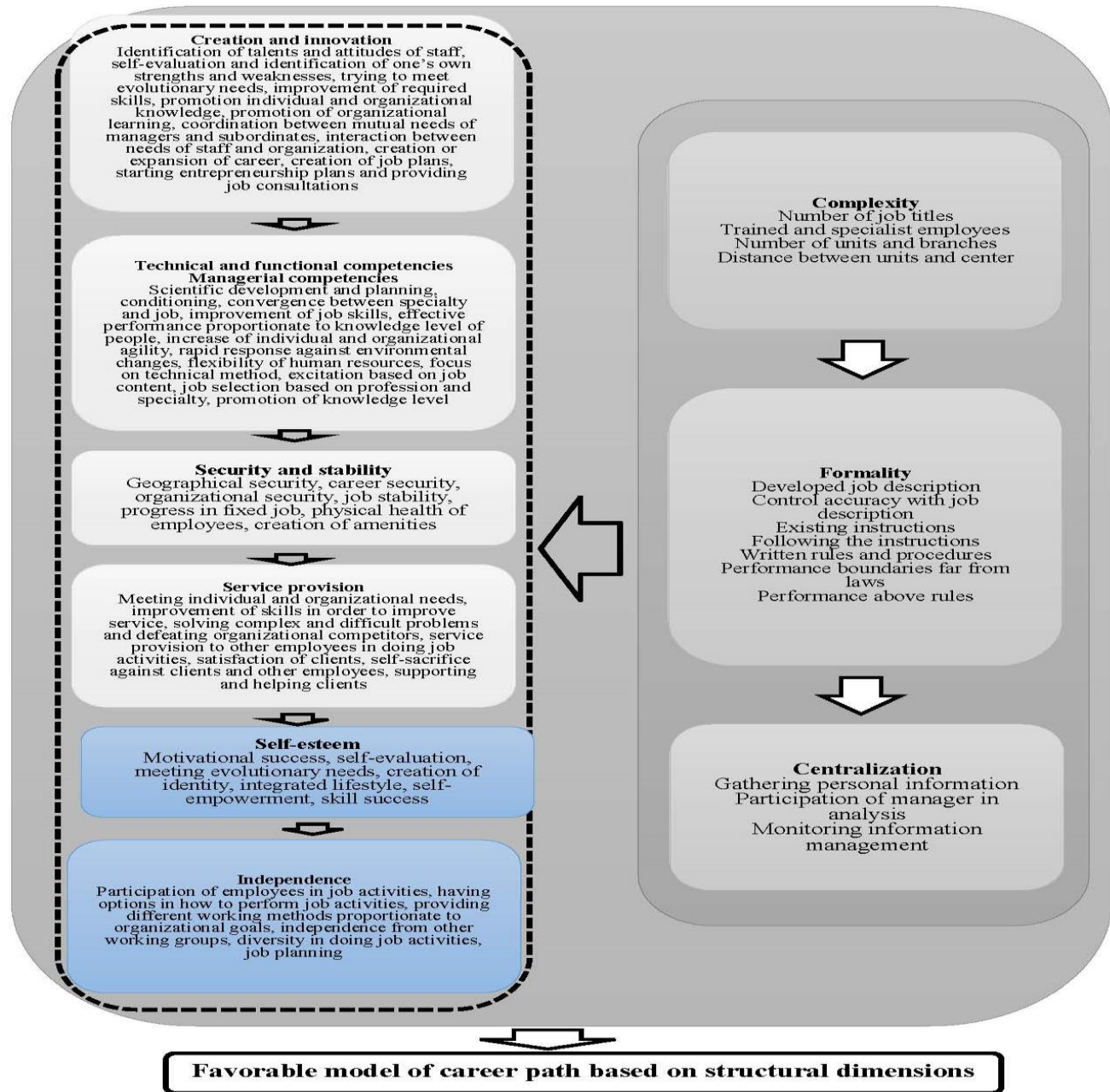

Figure 1. Conceptual model of research (adopted from theoretical foundations and interviews).

Research goals.

Given that explaining career path model for bank employees in the given society is a new issue, thus, the researcher examines the related literature and investigates career development path in terms of the existing literature. On the other hand, through the literature and applied research methods, he identifies the considered components in order to explain career path model. The specific objectives of research are as follows:

1. Measurement of structural dimensions in Sina Bank branches of southeast region of the country.

1. 1. Measurement of centralization in Sina Bank branches of southeast region of the country.

1.2. Measurement of complexity in Sina Bank branches of southeast region of the country.

1.3. Measurement of formality in Sina Bank branches of southeast region of the country.

2. Measurement of career path development in Sina Bank branches of southeast region of the country.

2.1. Measurement of creativity and innovation in Sina Bank branches of southeast region of the country.

2.2. Measurement of technical functional competencies and managerial competencies in Sina Bank branches of southeast region of the country.

2.3. Measurement of security and stability in Sina Bank branches of southeast region of the country.

2.4. Measurement of service provision in Sina Bank branches of southeast region of the country.

3. Identification and explanation of career path development in Sina Bank branches of southeast region of the country.

4. Measurement of the relationship between structural dimensions and career path development in Sina Bank branches of southeast region of the country.

4.1. Measurement of the relationship between complexity and career path development in Sina Bank branches of southeast region of the country.

4.2. Measurement of the relationship between formality and career path development in Sina Bank branches of southeast region of the country.

4.3. Measurement of the relationship between centralization and career path development in Sina Bank branches of southeast region of the country.

5. Presenting a desirable model of career development based on structural dimensions in Sina Bank branches of southeast region of the country.

6. Measurement of the designed model in Sina Bank branches of southeast region of the country.

Data analysis method.

Data analysis at descriptive statistics level (frequency, mean, standard deviation, minimum, maximum, table and graph) and inferential statistics level (Mahalanobis and Pearson correlation tests) was done using SPSS 23 software and structural equation modeling method using AMOS 23 software. In order to evaluate the proposed model, Anderson and Gerbing (1988) two-step approach was used. In the first step, measurement model and in the second step, structural section of model based on the results of the first step and using Structural Equation Modeling (SEM) were assessed.

Structural Equation Modeling is a very general and powerful multivariate analysis technique from multivariate regression family and, more precisely, an extension of "General Linear Model", which allows the researcher to test a set of regression equations simultaneously. Structural equation modeling is a comprehensive approach to test the hypotheses about the relationships between the observed and latent variables, that is sometimes called Covariance Structural Analysis or Causal Modeling, but the prevailing term today is Structural Equation Modeling or SEM (Hooman 2009, p. 11).

Baron and Kenny method (1986) and Sobel test (1982) were used to test mediator relationships in the proposed model and their significance. Determination of goodness of fit of the proposed model was done using several fitness indicators. These indicators include: Chi-square value, Normed X2 Index

(ratio of Chi-square to degrees of freedom), Goodness- of-Fit Index (GFI), Adjusted Goodness -of-Fit Index (AGFI), Normed Fit Index (NFI), Comparative Fit Index (CFI), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), and Root-Mean-Square Error of Approximation (RMSEA).

Research results.

A model has been presented in order to test the research hypotheses which are about the relationship between components of structural dimensions (centralization, complexity and formality) and career path development of Sina Bank branches in the south-eastern region of the country.

Table 1. Indicators of goodness of fit of the structural model for testing the first three sub-hypotheses of research.

Model fitness indicators	CMIN	DF	CMIN/DF	NPAR	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
The fitted model	194.44	181	1.07	95	0.234	0.93	0.90	0.99	0.99	0.99	0.92	0.018
Favorable values	= df	_	<3	_	>0.05	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08

The results obtained from testing the above model (Table 1) show that the relationship between centralization and career path development in Sina Bank branches in the south-east region of the country (P <0.05, t = 5.44, β = 0.73) is positive and significant.

The relationship between complexity and career path development in Sina Bank branches in the south-east region of the country (P <0.05, t = 4.32, β = 0.43) is positive and significant. The relationship between formality and career path development in Sina Bank branches in the south-east region of the country (P <0.05, t = 2.51, β = 0.18) is positive and significant. Regarding analysis of the model fitness with respect to fitness indicators, it can be said that factor analysis model has suitable fit for testing the considered hypotheses. In other words, considering suitability of fitness

indicators, this model can be used to examine the relationship between components of structural dimensions (centralization, complexity and formality) and career path development in Sina Bank branches in the south-east region of the country (Figure 2).
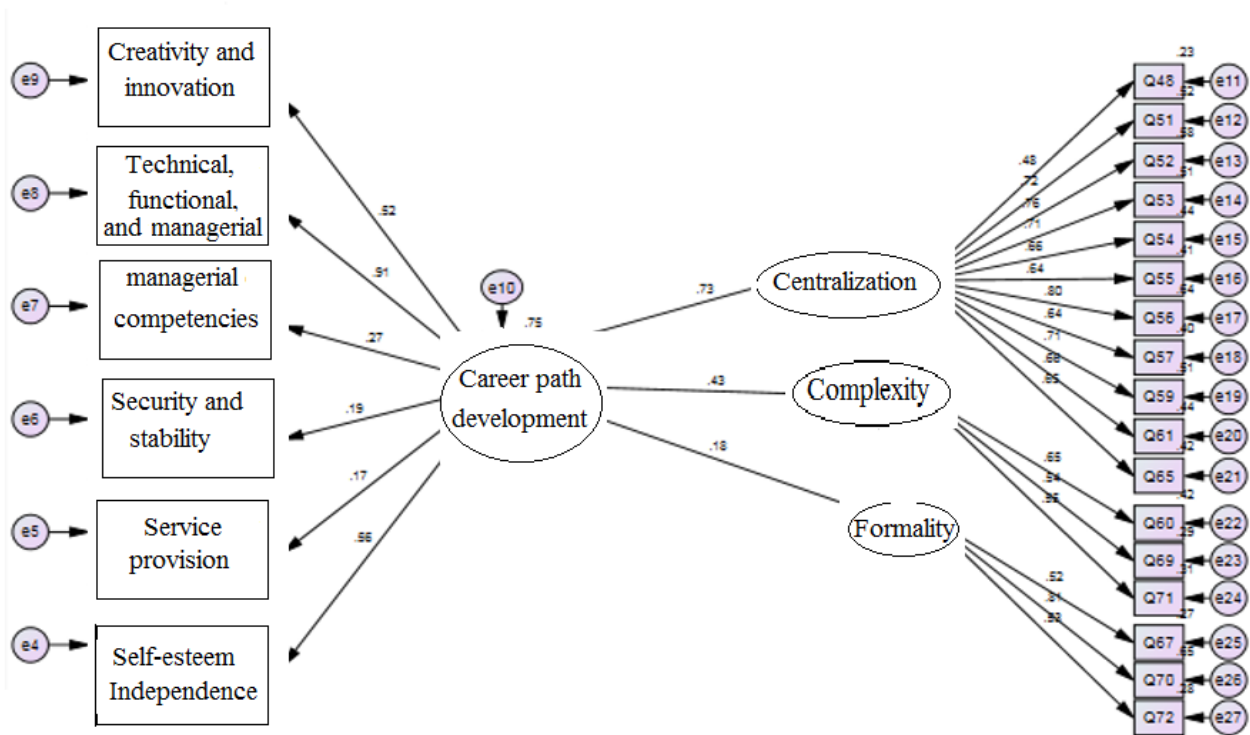

RMSEA= 0.018, CMIN/DF= 1.07, p= 0.234, CMIN= 194.44

Figure 2. Structural model for testing the first three sub-hypotheses of research.

Table 2. The relationship between latent variables.

Paths	Path coefficients			Significance level
	Standardized parameter	Non-standardized parameter	t value	
Centralization → career path development	0.73	0.55	5.44	0.001
Complexity → career path development	0.43	0.25	4.32	0.001
Formality → career path development	0.18	0.13	2.51	0.012

In (Table 2) regarding analysis of the model fitness with respect to fitness indicators, it can be said that factor analysis model has suitable fit for testing the considered hypotheses. In other words, considering suitability of fitness indicators, this model can be used to examine the relationship between components of structural dimensions (centralization, complexity and formality) and the first component of career path development (creativity and innovation) in Sina Bank branches in the south-east region of the country (Figure 3).
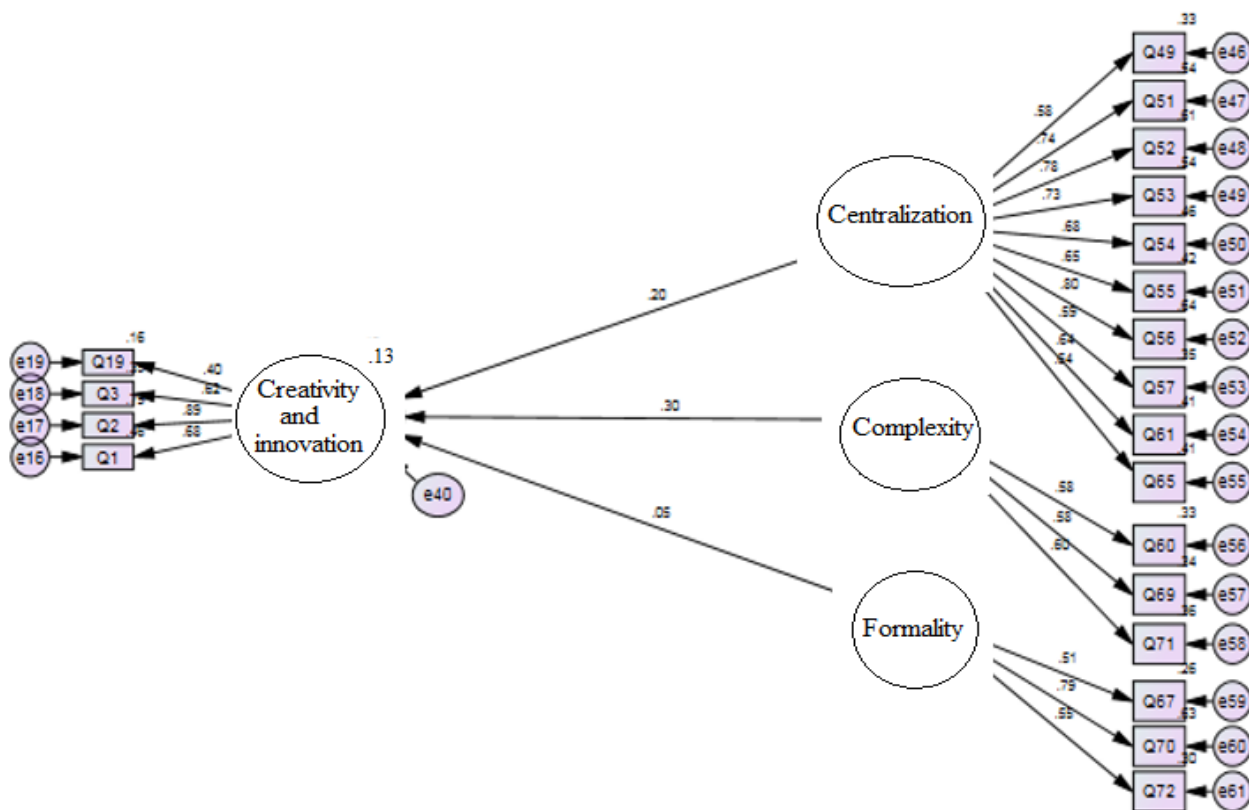

RMSEA= 0.027, CMIN/DF= 1.16, p= 0.094, CMIN= 158.19

Figure 3. Structural model for testing the second three sub-hypotheses of research.

Table 3. Indicators of goodness of fit of the structural model for testing the second three sub-hypotheses of research.

Model fitness indicators	CMIN	DF	CMIN/DF	NPAR	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
The fitted model	158.19	136	1.16	74	0.094	0.94	0.90	0.99	0.98	0.99	0.92	0.027
Favorable values	- df	_	<3	_	>0.05	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08

The results obtained from testing the above model (Table 3) show that the relationship between centralization and creativity and innovation in Sina Bank branches in the south-east region of the country ($P < 0.05$, $t = 2.11$, $\beta = 0.20$) is positive and significant. The relationship between complexity and creativity and innovation in Sina Bank branches in the south-east region of the country ($P < 0.05$, $t = 2.59$, $\beta = 0.30$) is positive and significant. The relationship between formality and creativity and innovation in Sina Bank branches in the south-east region of the country ($P > 0.05$, $t = 0.53$, $\beta = 0.05$) is not significant (Figure 4).

Table 4. The relationship between latent variables

Paths	Path coefficients			Significance level
	Standardized parameter	Non-standardized parameter	t value	
Centralization → creativity and innovation	0.20	0.15	2.11	0.035
Complexity → creativity and innovation	0.30	0.25	2.59	0.010
Formality → creativity and innovation	0.05	0.05	0.53	0.593

RMSEA= 0.049, CMIN/DF= 1.53, df= 385, CMIN= 587.82

Figure 4. Structural model for testing the third three sub-hypotheses of research.

In (Table 4) regarding analysis of the model fitness with respect to fitness indicators, it can be said that factor analysis model has suitable fit for testing the considered hypotheses. In other words, considering suitability of fitness indicators, this model can be used to examine the relationship between components of structural dimensions (centralization, complexity and formality) and the second component of career path development (technical, functional, and managerial competencies) in Sina Bank branches in the south-east region of the country.

Table 5. Indicators of goodness of fit of the structural model for testing the third three sub-hypotheses of research.

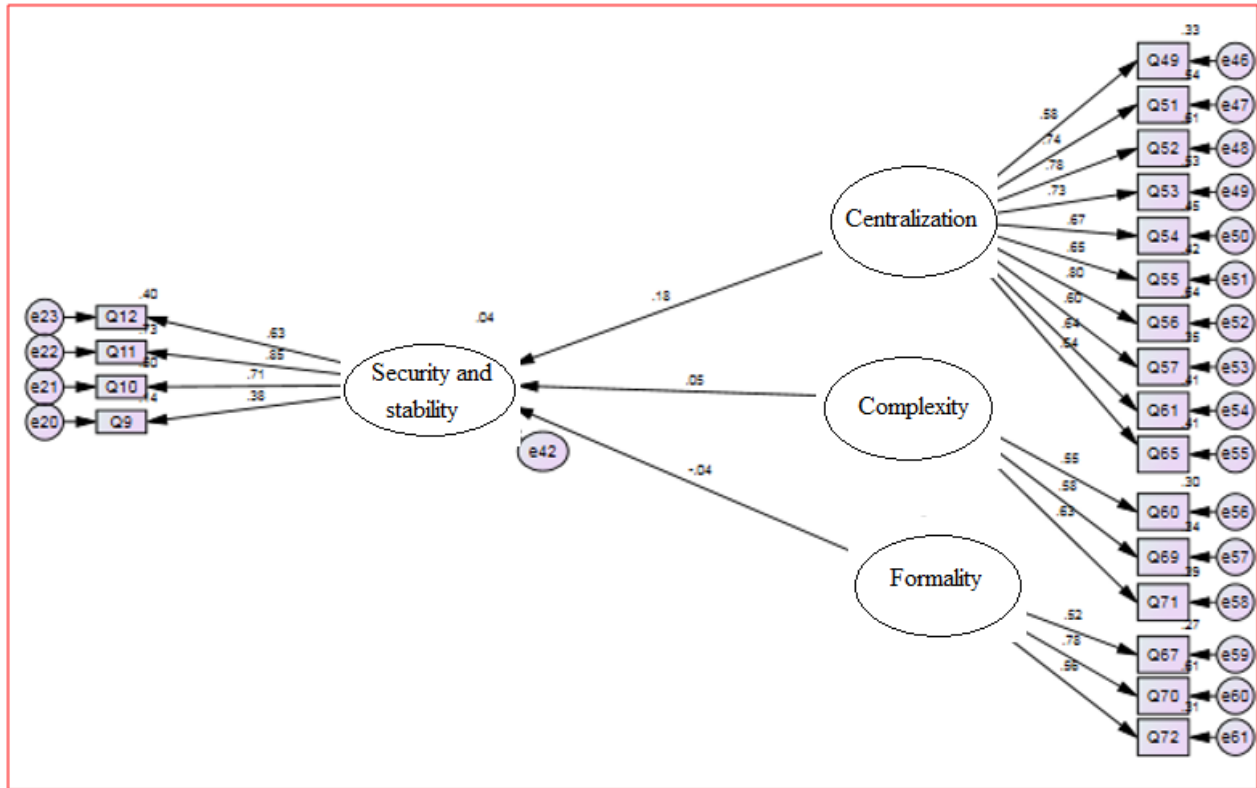| Model fitness indicators.	CMIN	DF	CMIN/DF	NPAR	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
The fitted model	587.82	385	1.53	111	0.001	0.86	0.82	0.94	0.93	0.94	0.85	0.049
Favorable values	- df	_	<3	_	>0.05	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08

The results obtained from testing the above model (Table 5) show that the relationship between centralization and technical, functional, and managerial competencies in Sina Bank branches in the south-east region of the country (P <0.05, t = 6.22, β = 0.67) is positive and significant.

The relationship between complexity and technical, functional, and managerial competencies in Sina Bank branches in the south-east region of the country (P <0.05, t = 4.37, β = 0.44) is positive and significant.

The relationship between formality and technical, functional, and managerial competencies in Sina Bank branches in the south-east region of the country (P > 0.05, t = 2.96, β = 0.23) is positive and significant (Figure 5).

Table 6. The relationship between latent variables.

Paths	Path coefficients			Significance level
	Standardized parameter	Non-standardized parameter	t value	
Centralization → Technical, functional, and managerial competencies	0.67	0.56	6.22	0.001
Complexity → Technical, functional, and managerial competencies	0.44	0.39	374	0.001
Formality → Technical, functional, and managerial competencies	0.23	0.24	2.96	0.003

RMSEA= 0.030, CMIN/DF= 1.20, p= 0.062, CMIN= 156.71

Figure 5. Structural model for testing the fourth three sub-hypotheses of research.

In (Table 6) regarding analysis of the model fitness with respect to fitness indicators, it can be said that factor analysis model has suitable fit for testing the considered hypotheses. In other words, considering suitability of fitness indicators, this model can be used to examine the relationship between components of structural dimensions (centralization, complexity and formality) and the third component of career path development (security and stability) in Sina Bank branches in the south-east region of the country.

Table 7. Indicators of goodness of fit of the structural model for testing the fourth three sub-

hypotheses of research

Model fitness indicators	CMIN	DF	CMIN/DF	NPAR	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
The fitted model	156.71	131	1.20	79	0.062	0.94	0.90	0.99	0.98	0.98	0.92	0.030
Favorable values	- df	_	<3	_	>0.05	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08

The results obtained from testing the above model (Table 7) show that the relationship between

centralization and security and stability in Sina Bank branches in the south-east region of the country

($P > 0.05$, $t = 1.72$, $\beta = 0.18$) is not significant. The relationship between complexity and security and

stability in Sina Bank branches in the south-east region of the country ($P > 0.05$, $t = 0.40$, $\beta = 0.05$) is

not significant. The relationship between formality and security and stability in Sina Bank branches

in the south-east region of the country ($P > 0.05$, $t = -0.37$, $\beta = -0.04$) is not significant (Figure 6).

Table 8. The relationship between latent variables.

Paths	Path coefficients			Significance level
	Standardized parameter	Non-standardized parameter	t value	
Centralization → security and stability	0.18	0.10	1.72	0.085
Complexity → security and stability	0.05	0.03	0.400	0.690
Formality → security and stability	0.04	0.02	0.37	0.712

Figure 6. Structural model for testing the fifth three sub-hypotheses of research.

In (Table 8) regarding analysis of the model fitness with respect to fitness indicators, it can be said that factor analysis model has suitable fit for testing the considered hypotheses. In other words, considering suitability of fitness indicators, this model can be used to examine the relationship between components of structural dimensions (centralization, complexity and formality) and the forth component of career path development (service provision) in Sina Bank branches in the south-east region of the country.

Table 9. Indicators of goodness of fit of the structural model for testing the fifth three sub-hypotheses of research

Model fitness indicators	CMIN	DF	CMIN/DF	NPAR	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
The fitted model	155.61	137	1.14	73	0.132	0.94	0.90	0.99	0.98	0.99	0.91	0.025
Favorable values	- df	_	<3	_	>0.05	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08

The results obtained from testing the above model (Table 9) show that the relationship between centralization and service provision in Sina Bank branches in the south-east region of the country (P >0.05, t = 1.41, β = 0.14) is not significant. The relationship between complexity and service provision in Sina Bank branches in the south-east region of the country (P >0.05, t = 1.52, β = 0.18) is not significant. The relationship between formality and service provision in Sina Bank branches in the south-east region of the country (P > 0.05, t = -1.81, β = -0.19) is not significant (Figure 7).

Table 10. The relationship between latent variables

Paths	Path coefficients			Significance level
	Standardized parameter	Non-standardized parameter	t value	
Centralization → Service provision	0.14	0.08	1.41	0.158
Complexity → Service provision	0.18	0.13	1.52	0.129
Formality → Service provision	-0.19	-0.14	-1.81	0.070
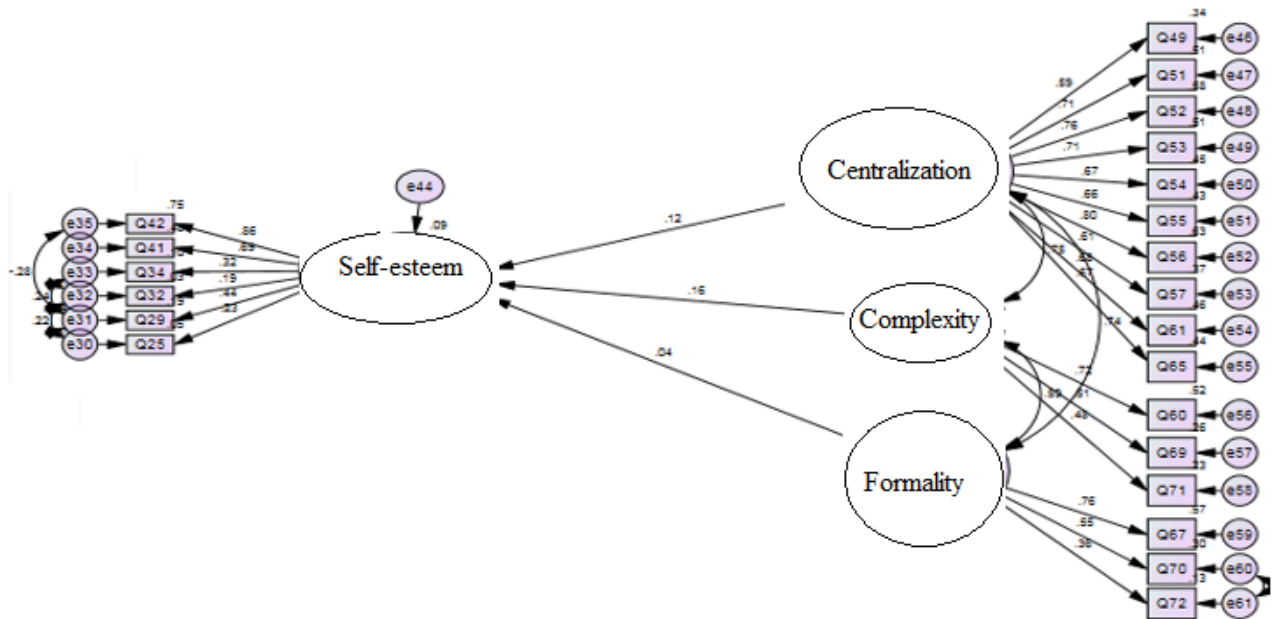
RMSEA= 0.025, CMIN/DF= 1.14, p= 0.111, CMIN= 185.32

Figure 7. Structural model for testing the sixth three sub-hypotheses of research

In (Table 10) regarding analysis of the model fitness with respect to fitness indicators, it can be said that factor analysis model has suitable fit for testing the considered hypotheses. In other words, considering suitability of fitness indicators, this model can be used to examine the relationship between components of structural dimensions (centralization, complexity and formality) and the fifth component of career path development (self-esteem) in Sina Bank branches in the south-east region of the country.

Table 11. Indicators of goodness of fit of the structural model for testing the sixth three sub-hypotheses of research.

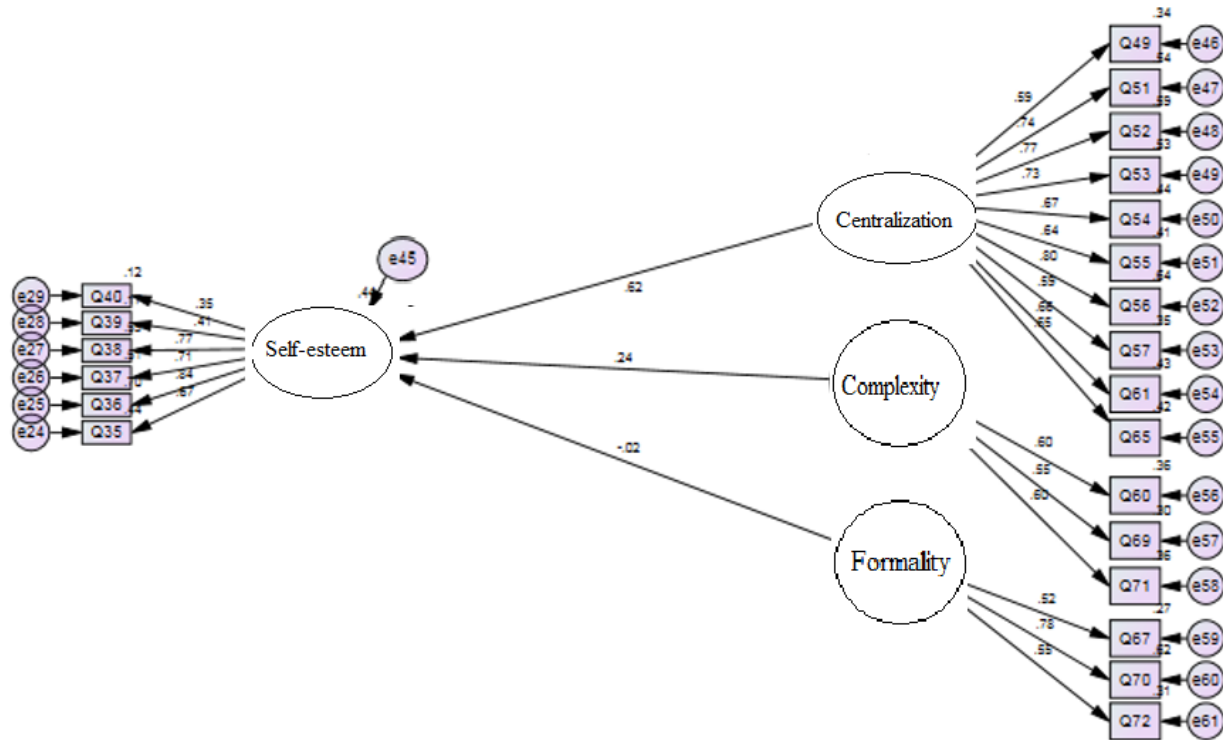| Model fitness indicators	CMIN	DF	CMIN/DF	NPAR	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
The fitted model	185.32	163	1.14	90	0.111	0.93	0.90	0.99	0.98	0.99	0.90	0.025
Favorable values	- df	_	<3	_	>0.05	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08

The results obtained from testing the above model (Table 11) show that the relationship between centralization and self-esteem in Sina Bank branches in the south-east region of the country (P >0.05, t = 0.57, β = 0.12) is positive and significant. The relationship between complexity and self-esteem in Sina Bank branches in the south-east region of the country (P >0.05, t = 0.75, β = 0.16) is positive and significant. The relationship between formality and self-esteem in Sina Bank branches in the south-east region of the country (P > 0.05, t = 0.23, β = 0.04) is not significant.

Table 12. The relationship between latent variables

Paths	Path coefficients			Significance level
	Standardized parameter	Non-standardized parameter	t value	
Centralization → Self-esteem	0.12	0.05	0.57	0.568
Complexity → Self-esteem	0.16	0.06	0.75	0.455
Formality → Self-esteem	0.04	0.01	0.23	0.819

In (Table 12) a model has been proposed to test three other hypotheses regarding the relationship between components of structural dimensions (centralization, complexity, and formality) and the sixth component of career path development (independence) in Sina Bank branches in the south-east region of the country.

Regarding analysis of the model fitness with respect to fitness indicators, it can be said that factor analysis model has suitable fit for testing the considered hypotheses. In other words, considering suitability of fitness indicators, this model can be used to examine the relationship between components of structural dimensions (centralization, complexity and formality) and the sixth component of career path development (independence) in Sina Bank branches in the south-east region of the country (Figure 8).

RMSEA= 0.020, CMIN/DF= 1.09, p= 0.214, CMIN= 176.02

Figure 8. Structural model for testing the seventh six sub-hypotheses of research.

Table 13. Indicators of goodness of fit of the structural model for testing the seventh three sub-

hypotheses of research.

Model fitness indicators	CMIN	DF	CMIN/DF	NPAR	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
The fitted model	176.02	162	1.09	91	0.214	0.93	0.90	0.99	0.99	0.99	0.92	0.020
Favorable values	- df	_	<3	_	>0.05	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08

The results obtained from testing the above model (Table 13) show that the relationship between

centralization and independence in Sina Bank branches in the south-east region of the country ($P <$

0.05, t = 5.72, β = 0.62) is positive and significant. The relationship between complexity and

independence in Sina Bank branches in the south-east region of the country (P< 0.05, t = 2.41, β = 0.24) is positive and significant. The relationship between formality and independence in Sina Bank branches in the south-east region of the country (P > 0.05, t = -0.19, β = -0.02) is not significant (Table 14).

Table 14. The relationship between latent variables.

Paths	Path coefficients			Significance level
	Standardized parameter	Non-standardized parameter	t value	
Centralization → Autonomy	0.62	0.56	5.72	0.001
Complexity → Autonomy	0.24	0.24	2.41	0.016
Formality → Self- Autonomy	-0.02	-0.02	-0.19	0.850

Factor analysis of research variables.

The results of exploratory factor analysis which was performed by main components method and with Varimax rotation showed that a six-factor structure is a suitable method for describing the related items. These six factors totally explained %55.00 of scale variance. In addition, in order to measure adequacy of content sampling, Kaiser-Meyer-Olkin test (KMO) was used which was equal to 0.84 and Bartlett test value for significance of correlation matrix between items was significant at 0.001 level. (Table 15) shows the results of these analyzes.

Table 15. Results of Kaiser-Meyer-Olkin test (KMO) and Bartlett test

KMO test		**0.84**
Bartlett test	Chi-square value	418.46
	Degree of freedom	741
	Significance level	0.001

The results of exploratory factor analysis which was performed by main components method and with Varimax rotation showed that a three-factor structure is a suitable method for describing the related items. These six factors totally explained %57.24 of scale variance. In addition, in order to measure adequacy of content sampling, Kaiser-Meyer-Olkin test (KMO) was used which was equal to 0.91 and Bartlett test value for significance of correlation matrix between items was significant at 0.001 level (Table 16).

Table 16. Results of Kaiser-Meyer-Olkin test (KMO) and Bartlett test.

KMO test		**0.91**
Bartlett test	Chi-square value	1638.82
	Degree of freedom	136
	Significance level	0.001

CONCLUSIONS.

Career path development as part of comprehensive organizational system for development and progress among the third millennium organizations requires continuous learning and improvement of individuals, organizations and working groups and integration of that with organizational strategy and individuals' communal effort in the organization, and thereby, strategic development system provides many opportunities for organizations.

Undoubtedly, achieving flexible goals requires adjustment of development and programs according to conditions, as well as focus on the relationship between organizational structure and career path development. Existence of efficient and self-provoking human force is one of the important issues in current organizations, because each system tries to maximize its efficiency for growth, and human resource development is critical to achieving organizational success.

Results of testing the main research hypothesis showed that there is a significant relationship between organizational structure and career path development because today, employees think to their profession and are worried about that. They want long-term, challenging and reliable job, and tend to grow and develop in their jobs. On the other hand, employees often start their profession in organization in hopes of achieving special expectations, and most of them pay great attention to progress, power, and achieving maximum rewards and responsibilities. The results of research in this regard have been consistent with the results by Nasiri Valik Nabi et al. (2016).

Results of testing the first sub-hypothesis of research showed that there is a significant relationship between centralization and career path development. Since centralization refers to distribution of authority within the organization and determines who has the right to make decisions, and as acceptance of this distribution of authority in organization by employees leads to recognition and examination of one's own interests, values, strengths and weaknesses in organization, they will recognize the existing opportunities and threats, and, based on goals, will set their own career development path and, in the next steps, will design strategies to achieve predetermined goals. The research results in this regard have been consistent with the results by Nasiri Valik Nabi et al. (2016).

Results of testing the second sub-hypothesis of research showed that there is a significant relationship between complexity and career path development because, when the organization needs a lot of knowledge and skills, complexity increases, and communication and coordination become difficult. However, it seems that Sina Bank employees in the south-east region of the country mostly have begun their career in the organization in hopes of achieving special expectations, and most of them have paid much attention to progress, power, and achieving maximum rewards and responsibilities. The research results in this regard have been consistent with the results by Nasiri Valik Nabi et al. (2016).

Results of testing the third sub-hypothesis of research showed that there is a significant relationship between formality and career path development. This result indicates that Sina Bank branches officials in the south-east region of the country have complied with a limit through which the organization can rely on laws, regulations, and procedures to guide its employees' behavior, and this important point has allowed the employees of this organization to achieve their goals, hopes and wishes through the roles and occupations they occupy throughout their work life. The research results in this regard have been consistent with the results by Nasiri Valik Nabi et al. (2016).

Results of testing the fourth sub-hypothesis of research showed that there is a significant relationship between centralization and creativity and innovation. Since centralization refers to distribution of authority within the organization and determines who has the right to make decisions, acceptance of this distribution of authority in organization by employees is effective on the use of new thoughts resulted from creativity which can be used in the organization as a new product and service or a new solution for doing things. According to investigations conducted by the researcher, no research examining the relationship between centralization and creativity and innovation was found; so, it was not possible for the researcher to compare the results.

Results of testing the fifth sub-hypothesis of research showed that there is a significant relationship between complexity and creativity and innovation, because when the organization needs a lot of knowledge and skills, complexity increases and communication and coordination become difficult. However, it seems that employees of Sina Bank branches in south-east region of the country by presenting a new idea and plan have tried to improve and enhance quality and quantity of organizational activities and innovation, that is, to turn this new thought into action. According to investigations conducted by the researcher, no research examining the relationship between complexity and creativity and innovation was found; so, it was not possible for the researcher to compare the results.

Results of testing the sixth sub-hypothesis of research showed that there is no significant relationship between formality and creativity and innovation. Perhaps this result suggests that Sina Bank branches in south-east region of the country have not been able to boost creativity and innovation in their employees through the extent of standardizing their organizational jobs. According to investigations conducted by the researcher, no research examining the relationship between formality and creativity and innovation was found; so, it was not possible for the researcher to compare the results.

Results of testing the seventh hypothesis of research showed that there is a significant relationship between centralization and technical, functional and managerial competencies. Since centralization refers to distribution of authority in organization and determines who has the right to make decisions, it seems that Sina Bank branches in south-east region of the country, paying attention to this important point, have deputies, managements, and units in their organizational chart that that have their own special duties and activities. According to investigations conducted by the researcher, no research examining the relationship between centralization and technical, functional, and managerial competencies was found; so, it was not possible for the researcher to compare the results.

Results of testing the eighth sub-hypothesis of research showed that there is a significant relationship between complexity and technical, functional, and managerial competencies. Since complexity is a degree of specialization of individuals in terms of occupational expertise within the organization, in Sina Bank branches in south-east region of the country, this important point has caused that individual and group capabilities allow the staff and groups to successfully carry out their assigned tasks. According to investigations conducted by the researcher, no research examining the relationship between complexity and technical, functional, and managerial competencies was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the ninth sub-hypothesis of research showed that there is a significant relationship between formality and technical, functional, and managerial competencies. Perhaps this result suggests that Sina Bank branches in south-east region of the country have been able to standardize their organizational jobs to an extent that the organization, according to its organizational chart, will have deputies, managements, and units which have their own special tasks and activities. According to investigations conducted by the researcher, no research examining the relationship between formality and technical, functional, and managerial competencies was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the tenth sub-hypothesis of research showed that there is no significant relationship between centralization and security and stability. Since centralization refers to distribution of authority in the organization and determines who has the right to make decisions, acceptance of this distribution of authority in organization by employees has resulted in the fact that the organization cannot be dependent on individuals; that is, the organization has not been able to provide the necessary grounds for empowering its staff in specialized areas, practical courage, learning experiences, job satisfaction, behavior, communication, thinking, and professional conscience so that the employees will be able to meet specialized and social expectations of the organization and have job stability in this regard. According to investigations conducted by the researcher, no research examining the relationship between centralization and security and stability was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the eleventh sub-hypothesis of research showed that there is no significant relationship between complexity and security and stability. Perhaps this result suggests that Sina Bank branches in the south-east region of the country have needed a lot of knowledge and skills; so, complexity has increased and communication and coordination has become difficult, and as a result, the organization has not been able to provide the required ground for empowering its

employees in specialized areas, practical courage, learning experiences, job satisfaction, behavior, communication, thinking, and professional conscience. According to investigations conducted by the researcher, no research examining the relationship between complexity and security and stability was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the twelfth hypothesis of research showed that there is no significant relationship between formality and security and stability. Perhaps this result suggests that Sina Bank branches in south-east region of the country have not been able to standardize their organizational jobs to an extent that they provide the required ground for empowering their employees in specialized areas, practical courage, learning experiences, job satisfaction, behavior, communication, thinking, and professional conscience. According to investigations conducted by the researcher, no research examining the relationship between formality and security and stability was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the thirteenth sub-hypothesis of research showed that there is no significant relationship between centralization and service provision. Perhaps this result suggests that the amount of flexibility in decision-making and concentrated evaluation of activities in Sina Bank branches in south-east region of the country has not been able to help and consult those who buy goods or services of that organization. According to investigations conducted by the researcher, no research examining the relationship between centralization and service provision was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the fourteenth sub-hypothesis of research showed that there is no significant relationship between complexity and service provision. Perhaps this result suggests that in Sina Bank branches in south-east region of the country, specialization of individuals in terms of professional expertise within the organization has not been able to provide customers with distinct services based on efficiency of the organization and according to customers' expectations and the

obtained experiences, in order to both increase profitability of the organization and affect customers' loyalty. According to investigations conducted by the researcher, no research examining the relationship between complexity and service provision was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the fifteenth sub-hypothesis of research showed that there is no significant relationship between formality and service provision. Perhaps this result suggests that in Sina Bank branches in south-east region of the country, with the level or extent of standardization of their organizational professions, they have not been able to help and consult those who buy goods or services of the organization. According to investigations conducted by the researcher, no research examining the relationship between formality and service provision was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the sixteenth sub-hypothesis of research showed that there is no significant relationship between centralization and self-esteem. Perhaps this result suggests that the amount of flexibility in decision-making and concentrated evaluation of activities in Sina Bank branches in south-east region of the country has led the managers of this organization not to be able to show their respect for the employees through respectful behavior, dialogue and careful and sympathetic listening along with establishing visual communications and avoiding preaching and using of humiliating tone. According to investigations conducted by the researcher, no research examining the relationship between centralization and self-esteem was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the seventeenth sub-hypothesis of research showed that there is no significant relationship between complexity and self-esteem. Perhaps this result suggests that Sina Bank branches in south-east region of the country have needed a lot of knowledge and skills, and so complexity has increased and communication and coordination has become difficult and, as a result,

the organization has not been able to create an environment where employees' self-esteem is nurtured. According to investigations conducted by the researcher, no research examining the relationship between complexity and self-esteem was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the eighteenth sub-hypothesis of research showed that there is no significant relationship between formality and self-esteem. Perhaps this result suggests that Sina Bank branches in south-east region of the country have not been able, with the level or extent of standardization of their organizational jobs, to create belief in self-confidence in the employees, meaning confidence in the ability to think, understand, learn, select and decide. According to investigations conducted by the researcher, no research examining the relationship between formality and self-esteem was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the nineteenth sub-hypothesis of research showed that there is a significant relationship between centralization and independence. Perhaps this result suggests that the amount of flexibility in decision-making and concentrated evaluation of activities in Sina Bank branches in the south-east region of the country have led the employees of this organization to be able to have occupational independence and freedom of action in planning of work time, determination of work procedures and more control on the job. According to investigations conducted by the researcher, no research examining the relationship between centralization and independence was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the twentieth sub-hypothesis of research showed that there is a significant relationship between complexity and independence. Perhaps this result suggests that in Sina Bank branches in south-east region of the country, specialization of individuals according to occupational expertise within the organization has been able to give this feeling to the managers and employees that they have control upon their own different career and professional life dimensions.

According to investigations conducted by the researcher, no research examining the relationship between complexity and independence was found; so, it was not possible for the researcher to compare the results.

Results obtained from testing the twenty-first sub-hypothesis of research showed that there is no significant relationship between formality and independence. Perhaps this result suggests that Sina Bank branches in south-east region of the country, with their level or extent of standardization of their organizational occupations, have not been able to have freedom and not to comply with bureaucratic cumbersome government regulations regarding the organization, its management, internal distribution of financial resources, earning money from non-public sources, and recruitment of employees. According to investigations conducted by the researcher, no research examining the relationship between formality and independence was found; so, it was not possible for the researcher to compare the results.

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