THE IMPACT OF ORGANIZATIONAL SUPPORT FOR CAREER DEVELOPMENT ON CAREER SATISFACTION

ROS AMANINA BINTI RAHMAT

This project is submitted in partial fulfilment of the requirements for a Bachelor of Science with Honours Human Resource Development

Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
2011
ACKNOWLEDGEMENT

Bismillahirrahmanirrahim,

Alhamdulillah. Thanks to Allah SWT for giving me the opportunity to complete this Final Year Project. Without blessing, it would be impossible for me to have the determination to be able to complete this study successfully.

Firstly, I would like to express my deepest thanks to, Miss Hana Hamidi as my project supervisor. Miss Hana has been a great supervisor and friend throughout the project. She was never slow to help, but also very generous with her critical comments. She encourages me in all respects since the very beginning of my final year project, and remained so to the final stage of my final year project. God bless you, Miss.

I also want to thanks to my father, Rahmat bin Hj Noor for continually supporting my education in UNIMAS. He was my mentally and spirit support. He indirectly motivated me to carrying my journey in completing the final year project.

Deepest thanks and appreciation to my family, special mate of mine, and others for their cooperation, encouragement, constructive suggestion and full of support for the report completion, from the beginning till the end. Also thanks to all of my friends and everyone, that has been contributed by supporting my work and helps myself during the final year project progress till it is fully completed.

Thank you.
# JADUAL KANDUNGAN / TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Muka surat/Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penghargaan/Acknowledgements</td>
</tr>
<tr>
<td>Jadual Kandungan/Table of Contents</td>
</tr>
<tr>
<td>Senarai Jadual/List of Tables</td>
</tr>
<tr>
<td>Senarai Rajah/List of Figures</td>
</tr>
<tr>
<td>Abstract</td>
</tr>
</tbody>
</table>

## PART 1- INTRODUCTION

1.0 Introduction 1
1.1 Background of Study 2
1.2 Problems Statement 4
1.3 Research Objective 5
1.4 Conceptual Framework 6
1.5 Research Hypothesis 7
1.6 Significant of Study 8
1.6.1 Organization 8
1.6.2 Employee 8
1.7 Limitation of Study 9
1.8 Definition of Term 10
1.8.1 Organizational Support for Career Development (OSCD) 10
1.8.2 Proactive Personality 10
1.8.3 Career Management Behavior 11
1.8.4 Career Satisfaction 12
1.9 Summary 12

## PART 2- LITERATURE REVIEW

2.0 Introduction 13
2.1 Social cognitive career theory (SCCT) 14
2.2 Integrated Model of Proactive Behavior 17
2.3 Empirical Evidence Supporting the Relationship 19
2.3.1 The relationship between organizational support
PART 3- METHODOLOGY

3.0 Introduction 27
3.1 Research Design 28
3.2 Population and Sample 28
3.3 Instrumentation of study 30
  3.3.1 Part A-Respondent Demographic Characteristics 30
  3.3.2 Part B- Organization Career Management (OSCD) 31
  3.3.3 Part C- Career Management Behavior 31
  3.3.4 Part D- Career Satisfaction 32
  3.3.5 Part E- Proactive Personality 32
3.4 Pilot test 33
3.5 Data Collection 35
3.6 Data analysis 35
3.6.1 Descriptive statistic  
3.6.2 Inferential statistic  
3.6.3 Testing mediating Model  
3.7 Conclusion

PART 4- FINDING AND DISCUSSION

4.0 Introduction  
4.1 Frequency of respondent characteristics  
  4.1.1 Gender  
  4.1.2 Age  
  4.1.3 Education Level  
  4.1.4 Work Type  
  4.1.5 Work Tenure  
4.2 Normality test  
4.3 Data screening and Test result  
4.4 Exploratory factor analysis  
4.5 Psychometric assessment  
4.6 Hypotesis testing  
  4.6.1 The relationship between organizational supports for career development (OSCD) and career satisfaction  
  4.6.2 Relationship between proactive personality and career satisfaction  
  4.6.3 Relationship between career management behavior and career satisfaction  
  4.6.4 Career management behavior will mediate the relationship of organizational support for career development (OSCD) between career satisfactions  
  4.6.5 Career management behavior will mediate the relationship proactive personality between career satisfactions  
4.7 Chapter summary

PART 5- SUMMARY, RECOMMENDATION AND CONCLUSION

5.0 Introductions  
5.1 Summary of study  
5.2 Practical Implication  
5.3 Theoretical Implication
BIBLIOGRAPHY

References
Appendix A: Questionnaires
Appendix B: Application Letter for Carrying Out the Study
SENARAI JADUAL/ LIST OF TABLES

Table 3.1  Table for Determining Sample Size from a Given Population 29
Table 3.2  Five-Point Scale 31
Table 3.3  Keiser-Meyer-Olkin (KMO) Test 34
Table 4.1  Demographic characteristics of the respondents 40
Table 4.2  Data screening test result 46
Table 4.3  Data screening result 48
Table 4.4  Goodness of Data 54
Table 4.5  Pearson correlation between Organizational support career development (OSCD) and career satisfaction (n=121) 55
Table 4.6  Pearson correlation between proactive personality and career satisfaction (n=121) 56
Table 4.7  Pearson correlation between career management behavior and career satisfaction (n=121) 57
Table 4.8  Result of Hierarchical Regression Analysis with Career Management Behavior Act as Mediator between OSCD and Career Satisfaction (n=121) 59
Table 4.9  Result of Hierarchical Regression Analysis with Career Management Behavior Act as Mediator between proactive personality and Career Satisfaction (n=121) 62
SENARAI RAJAH/ LIST OF FIGURES

Figure 1.1
Conceptual framework 6

Figure 2.1
Integrated model of proactive behaviors 18

Figure 4.1
The result of items from career satisfaction is normal assumed 42

Figure 4.2
The result of items from OSCD is normal assumed 43

Figure 4.3
The result of items from career management behavior is normal assumed 44

Figure 4.4
The result of items from proactive personality is normal assumed 45
ABSTRACT

THE IMPACT OF ORGANIZATIONAL SUPPORT FOR CAREER DEVELOPMENT ON CAREER SATISFACTION

ROS AMANINA BINTI RAHMAT

The purpose of this study was to examine the relationship between organizational support for career development (OSCD) and employees' career satisfaction. Based on an extended model of social cognitive career theory (SCCT) and an integrative model of proactive behaviors, the study proposed that career management behaviors would mediate the relationship between OSCD and career satisfaction, and between proactive personality and career satisfaction. A quantitative survey design was used to gather 121 usable questionnaires from employees who have worked at Lembaga Hasil Dalam Negeri Cawangan Kuching (LHDN). The findings confirm that OSCD, proactive personality and career management behaviors were all positively related to career satisfaction and career management behaviors mediated the relationship between proactive personality and career satisfaction. This study integrated the predictions of two models (an extension of SCCT and a model of proactive behaviors) to test the influence of environmental (OSCD) and individual difference (proactive personality) variables on career satisfaction. Exploring how organizational and individual variables together influence career satisfaction provides a more balanced approach to theoretical development.
CHAPTER 1

INTRODUCTION OF STUDY

1.0 Introduction

Career development and succession planning are becoming key strategic planning elements for effective human capital strategies to enhance government performance and accountability. This study integrated the predictions of two models which is an extension of Social Cognitive Career Theory (SCCT) and a model of proactive behaviors to test the influence of environmental (OSCD) and individual difference (proactive personality) variables on career satisfaction. It is also exploring how organizational and individual variables together influence career satisfaction provides a more balanced approach to theoretical development. These studies were proposed to examine the relationship between organizational support for career development (OSCD) and employees' career satisfaction. Based on an extended model of social cognitive theory (SCCT) and an integrative model of proactive behaviors, the study proposed that career management behaviors would mediate the relationship between OSCD and career satisfaction, and between proactive personality and career satisfaction.
1.1 Background of Study

Organizational support play a large role in career success, a supportive organizational climate may also influence individual success and performance. With the guiding from the organization will help people to pursue a specific career. It may also give positive outcomes for the organization in terms of higher levels of employee commitment and employee satisfaction. This is one way that organization may meet the challenge in support their employees to career success and increase their career satisfaction. This approach is consistent with the recommendation that organizations perform a new supportive, rather than directive, role in enabling their employees' career success (Baruch, 2006). The term "organizational career management" is usually employed to cover the various policies and practices, deliberately established by organizations, to improve the career effectiveness of their employees. Companies must support the individuals in planning their careers by providing personalized information on the direction the business is headed towards, setting the career expectation of people in the right perspective and responding to career initiatives of individuals.

Regarding the proactive personality in this study and according (Crant, 2000), proactive personality describes the individual with proactive behavior which refers to the actual in-role and extra-role activities in which individuals engage at work. The people with the proactive personality tend to work actively and people with this personality were not waited for a opportunities and act on them. In order to achieve their career goals, this people are looking a better ways to do thing and create a greatest idea. (Crant, 2000) distinguishes between general actions proactive individuals may engage in, such as identifying improvement opportunities and challenging the status quo, and more specific contexts in which individuals may be proactive, such as innovation, socialization, and career management. It is also important to consider the role that individuals play in their own career success,
particularly given the trend towards more individualistic career management in the last few decades (Baruch, 2006). Exploring the impact that organizational and individual difference variables have on career satisfaction will result in a more comprehensive understanding of these relationships and also offers the opportunity to merge the two, often distinct perspectives provided by (worker-focused) vocational psychology and (employer focused) organizational psychology (Lent & Brown, 2006).

Career management behavior were use to explore whether it mediate the relationship between proactive personality and career satisfaction. In this study, career management behavior will mediate the impact of organizational career management and employee outcomes. More specifically, the relationship between organizational career management and employee outcomes will be stronger for employee in career-self management. Career management scholars suggest that career management needs to be a joint effort. Hall and Moss (1998) suggested that it is best for employers to take a relational approach, providing resources to the employees to prevent stagnation without trying to manage the employee’s careers for them. Since the employee will be more concerned about their career goals and more active in realizing these goals, they will place greater value to the support they receive in their career development from their organization. This will in turn increase their feelings of their personal career success.

Proactive personality is a stable disposition (Bateman and Crant, 1993; Crant, 2000), characterizing one who is relatively unconstrained by situational forces and who effects environmental change. Individuals with a proactive disposition will need to engage in specific behaviors. In this study, career management behavior is used to mediate the relationship between proactive personalities to career satisfaction. We therefore expect that employees who are proactive also engage in career self-management behaviors, in order to enhance valued career outcomes.

This study explored the contribution that organizations and employees can make to their career satisfaction and the mechanisms by which these relationships
occur. In addition, a mediating relationship proposed by SCCT, via participation in goal directed activities individual career management behaviors will be explored. Greater understanding about mediating mechanisms by which environmental and personality variables impact career satisfaction will contribute to a more comprehensive understanding of career satisfaction (Belinda & Lisa Bradley, 2007).

1.2 Problems Statement

On the previous research, Social Cognitive Career Theory (SCCT) are only examine the academic satisfaction of college student (Lent et al., 2006) and there is a strong need for study with employed workers (Lent & Brown, 2006). This study is conducted to examine the theories into a worker employee on the organization and also to compare the result. Recently, SCCT expand and introduce the new element (environmental factors). Environmental factor that exist is an organizational support for career development (OSCD) that refers to programs, processes and assistance provided by organizations to support and enhance their employees' career success (Ng et al., 2005; Orpen, 1994) and individual difference which is proactive personality variables on career satisfaction. On this expanded of the theory, Career management behavior exists as a mediator in this study. This study use to test the direct and indirect effect on career satisfaction. Exploring how organizational and individual variables together influence career satisfaction.
1.3 Research Objective

1.3.1 To examine the relationship between ODCD and career satisfaction.

1.3.2 To examine the relationship between proactive personality and career satisfaction.

1.3.3 To examine the relationship between career management behaviors and career satisfaction.

1.3.4 To determine career management behaviors mediate the relationship between ODCD and career satisfaction.

1.3.5 To determine career management behaviors mediate the relationship between proactive personality and career satisfaction.
1.5 CONCEPTUAL FRAMEWORK

This conceptual framework has been made based on the objective. This figure shows the linkage between dependent and independent variables. The mediation also used as an indirect effect between independent variables and dependent variables.

Figure 1: The figure show the indirect effect of OSCD and proactive personality to career satisfaction mediate by career management behavior

1.6 RESEARCH HYPOTHESIS

Ha1 OSCD will be positively related to career satisfaction.

This study examine that the organizational career management related to career satisfaction. A goal-specific environment support and resource OSCD, which provides social and material support for one’s personal goals, is likely to be a significant predictor of career satisfaction (Lent & Brown, 2006).

Ha2 Proactive personality will be positively related to career satisfaction.

Researchers proposed that proactive personality should have a positive effect on career-related outcomes (Crant, 2000). In the present paper, it relate an important individual factor, proactive personality to career self-management behaviors as a direct relationship toward career satisfaction.

Ha3 Career management behaviors will be positively related to career satisfaction.

Participating in career management behaviours that are directed at achieving personally valued goals in the career domain are also expected to promote an individual’s career satisfaction and success (Crant, 2000; Lent and Brown, 2006). Pursuing personally relevant goals is a key way that people can contribute to their own wellbeing and enables the exercise of personal agency in career satisfaction.

Ha3 Career management behaviors will mediate the relationship between OSCD and career satisfaction.
Career management behavior will also tend to mediate the relationship between OSCD and career satisfaction. This hypothesis lead the direct relationship between OSCD (goal specific environmental resources) and career satisfaction, OSCD may also indirectly impact satisfaction via goal pursuit (career management behaviours) (Lent & Brown, 2006).

Ha4 Career management behaviors will mediate the relationship between proactive personality and career satisfactions

Participating in career management behaviors that are directed at achieving personally valued goals in the career domain are also expected to promote an individual’s career satisfaction (Crant, 2006). In this hypothesis, career management behavior is predictable to directly towards the employee career satisfaction. It also called career self-management when people are self directed their career and promoting their own career satisfaction.

1.7 Significance of Study

Organizational

The results suggest that there are benefits for organizations and individuals investing in career development. It can be used for reference of HR Development systems in organizing career development considers all aspect - internal and external factors to achieve the positive impact on employee satisfaction. From an organizational perspective, investing in OSCD may enhance employees’ career satisfaction.

Employee

To develop a proactive personality to fulfill their responsibility for the company and also strengthening their skills required to develop their own career. Organizational career management can supply many benefits to both employees and organizations.
Not only can it provide opportunities for the individual to develop his or her career, it can support the culture and maintain talent within an organization. Employees may enhance their own career satisfaction by participating in career management behaviors.

1.8 LIMITATION OF STUDY

This study generally is about the relationship between organizational support for career development (OSCD) and proactive personality to employee career satisfaction. In this study, Social Cognitive Career Theory and model of proactive behavior are used to measure the join impact of the theory towards the OSCD and proactive personality to career satisfaction. The indirect relationship (career management behavior) also used as a mediator. The data were collected only from manufacturing sector in Johor.

Questionnaires were used to identify the relationship between the variable. Limitation of this study is it is conducted by using questionnaires. Therefore, the success of this research depends on the honesty of the respondents in answering and understanding the questionnaires. The information collected also limited. Furthermore, the journal literature sources were also mostly based on the western studies and there is limitation regarding the literature in Malaysia contexts. In addition, the time factor is also a limit to the researcher. The researcher will be able to focus the study on manufacturing sector only. So, this study may not provide a comprehensive of the effectiveness in the research program.
1.9 DEFINITION OF TERM

1.9.1 Organizational support for career development

Conceptual definition
Organizational support for career development (OSCD) is called “organizational career management” or “organizational sponsorship” and refers to the programs, processes and assistance provided by organizations to support and enhance their employees’ career success (Ng et al., 2005; Orpen, 1994). Orpen, C. (1994) state that the term “organizational career management” is usually employed to cover the various policies and practices, deliberately established by organizations, to improve the career effectiveness of their employees.

Operational definition
Though the content of such schemes can vary, the organizational share certain general features which make them what they are, such as establishing what employees want from their careers, providing appropriate career opportunities for employees, identifying which employees deserve these opportunities and then providing them and evaluating the outcomes of career management program.

1.9.2 Proactive personality

Conceptual definition
Proactive personality is a stable individual difference construct that differentiates individuals based on the extent to which they take action to influences their environment. Researches in psychology use the concept of proactive personality to measure an individual’s propensity to take action and improve the working environment or to create new ones.
Operational definition

Proactive individuals is the person who have strong proactive personality are constantly looking for what they see as better ways to do things and actively championing their ideas, even in the face of strong opposition from others. Individuals differ in their propensities to exhibit such “proactive behavior”. People with a proactive personality tend to identify opportunities and act on them, persevering until meaningful change occurs in their environment (Crant, 2000). Proactive people identified opportunities and act on them, show initiative, take action and persevere until meaningful change occur (Crant, 2000).

1.9.3 Career Management Behaviors

Conceptual definition

The general definition of career management is the lifelong process of investing resources to achieve your career goals. Career management is not a singular event but a continuing process that is a necessity for adapting to the changing demand (Crant, 2000).

Operational definition

Career management behaviors are the action that individuals take to achieve their career goals (Belinda & Lisa, 2007). A key characteristic of what can be termed ‘career self-management’ is that individual career management is the process whereby a person takes control of and plans his or her career by identifying career-related goals. These behaviors occur when individuals choose to initiate and intervene in their career situation in such a way that the individuals act in a desired direction, rather than responding passively to an imposed changed (Crant, 2000).
1.9.4 Career Satisfaction

Conceptual definition

Subjective career success has most often been defined as job satisfaction or career satisfaction (Erdogan et al., 2004; Heslin, 2003; Ng et al., 2005; Seibert and Kraimer, 2001). Career satisfaction is defined as "the extent to which people satisfied with their jobs" (Spector, 1997).

Operational definition

This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different "facets" or "dimensions" of satisfaction. Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include co-workers, pay, job conditions, supervision, nature of the work and benefits." (Williams, J. 2004)

1.10 Summary

As a conclusion this chapter has discussed the problems statement, research objectives, conceptual framework which showed the relationship between organizational support for career development (OSCD) and proactive personality to career satisfaction. It also show that exist career management behavior as a mediator on the relationship of dependent and independent variables. Besides that, this chapter has discussed research hypothesis, definition of terms, and significance of the study. The following chapter will discuss the conceptual definition, empirical evidence and theoretical evidence that may support the relationship.
CHAPTER 2

Literature Review

2.0 Introduction

This chapter contains the theory that used in this study. The theory is related towards the independent and dependent variable. It is also show the theoretical function of career management behavior as a mediator. These chapters also explain the empirical and theoretical evidence to support the relationship of the hypothesis in this study.
2.1 Social Cognitive Career Theory (SCCT)

The Social Cognition Career Theory (SCCT) has grown out of Albert Bandura's social cognitive theory and attempts to address issues of culture, gender, genetic endowment, social context and unexpected life events that may interact with and supersede the effects of career-related choices. Social Cognitive Career Theory was developed by Robert W. Lent, Steven D. Brown, and Gail Hackett first in 1994, and expanded upon in 2000. The framework of career development was primarily built on the social cognitive theory developed by Albert Bandura in 1986. Bandura theorized that self-efficacy expectations and outcomes expectations worked together to motivate an individual to pursue long-term goals, to project future benefits, and to successfully perform critical life tasks (Lapan, 2004). The framework established by Lent, Brown, and Hackett understands the word career to refer to "interest and choice processes" that are relevant to both academic and career choices (Lent et al., 1994) and focuses on the interrelations among and subsequent reinforcement of "agentic values" (Lent et al., 1999) such as self-efficacy, outcomes expectations, goals, and barriers on an individual’s career development as well as their interactions "with other person and environment variables in the context of people’s career development" (Lent et al., 1999).

In addition, SCCT can be considered a cognitive constructivist approach to career development because it emphasizes the importance of "feedforward" (Lent et al., 1994) mechanisms forethought, planning, and being proactive in regarding the career environment. (Lapan, 2003) describes SCCT as consisting of four specific components between choice, action, and interest; the influence of career-related efficacy and outcome expectations, person and environment-related contexts and learning. In this study, job satisfaction has been conceived as an important dimension of work adjustment, defined as a positive affective state resulting from the appraisal of one’s job or job experiences (Lent & Brown, 2006). The first way that this model of SCCT can contribute to the literature is to help unify the often disparate perspectives of organizational and vocational psychology (Lent and Brown, 2006).
While organizational and vocational psychology researchers focus on work satisfaction, it is often with different perspectives. Exploring this SCCT model can also contribute to building a more comprehensive understanding of work satisfaction by considering how cognitive, behavioral, personality and environmental factors jointly impact work satisfaction (Lent & Brown, 2006). While the vicariate relations contained in this model have received study, this extended model of SCCT provides a theoretical logic for predicting how these variables may function together.