Employees' Career Orientation and Organization Career Development System:
A Case Study of
Public and Private Sector Organizations
in Sarawak

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DEDICATION

This thesis is dedicated to my beloved father, Haji Abdul Aziz Alwi, who has always encouraged and supported me in whatever I do. His constant prayers for my success have always been a source of strength.

This thesis is also dedicated to my loving brother, Mohd. Sharudin Abdul Aziz and family, who are always there in time of need; to all my nieces and nephews - the quest for knowledge is a never ending journey, therefore, strive for excellence.

Gone but always in remembrance, this thesis is especially dedicated in loving memory of my mother, Hajah Haini Din, who had always encouraged and blessed me in all my endeavors in her lifetime and also a source of my inspiration and my pillar of strength. My prayers are always with you.
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ABSTRACT

The main purpose of this study is to determine employees' perception towards career development system (CDS) in a public and private organization and the distribution of career orientations among employees in both organizations. This study was conducted in two organizations in Kuching, Sarawak - Dewan Bandaraya Kuching Utara or DBKU (a public organization) and Syarikat Telekom Malaysia Berhad or TELEKOM (a private organization). A total of 180 employees were selected as the sample of the study; 68 employees from DBKU and 112 employees from TELEKOM. This study employed a survey methodology to examine the relationship between the independent variables (selected demographic characteristics, career orientations and associated factors of career development - training and development opportunities, supervisor/manager's role in career development, and organization reward system) and the dependent variable (career development system). The research instrument used was a questionnaire to collect data from both organizations through stratified random sampling technique. The survey questionnaire consisted of 7 items on socio demographic characteristics, 40 items on career orientations, and 34 items on career development system was used to collect the data. Statistical tests that were carried out were t-test, ANOVA, and Pearson's Bivariate Correlation tests. The findings showed that the dominant career orientation group in DBKU was employees under the Pure challenge anchor (25%) while the dominant career orientation group in TELEKOM was employees under the Security/Stability anchor (32.1%). The study finds that in general, the socio-demographic characteristics (gender, age, level of education, job category and length of service) and career orientation groups show negative perception towards the existing career development system. Training and development opportunities, supervisor/manager's role in career development, and organization reward system show a highly strong positive correlation with perception towards career development system. It is also discovered that there is no significant difference among the various employee career orientation groups in terms of their perception towards career development system. This study suggests that organizations discover employees' career orientations in order to create a better career development system that can balance the needs of employees and organizations. By better understanding employees career needs, suitable training and development opportunities, supervisor/manager's assistance in career development, and better reward systems may be designed to maintain and retain best employees.
ABSTRAK

CHAPTER 1 - INTRODUCTION

1.0 Introduction

In the turbulent business world of today, things are changing rapidly. Information and technology are created and disseminate at a rate that makes it difficult for organizations to keep pace. The constant change of technology and globalization make it costly for organizations to always change their existing equipment and keep hiring new consultants and employees to adapt to new changes. Therefore, organizations have to formulate strategies to create competitive advantage against business rivals for their own survival and existence. Because so many companies are trying to race with technologies, more and more organizations realize the competitive edge that they are looking for lies very close to them that is within the organization - it is the people (employees).

As the twenty-first century is fast approaching, the development of people takes center stage as a crucial business strategy. Organizational effectiveness and success greatly depends on human resources and the planning and practices are needed to make the best use of these resources in the interests of the organization and employees. Organizational career development - linking people's career plans with the organization's workforce needs - has been seen as a tool to help organizations adjust to new and often problematic business environment. Thus, career development is more closely aligned than ever before with the strategic business needs of organizations (Guttridge, Leibowitz & Shore, 1993).

Johns (1992) stated that organizations need people. Without people, organizations cannot achieve their goals and produce goods and services. Similarly, people need organizations. Without organizations, people would have few opportunities to satisfy their many needs, accomplish their varied goals, and engage in activities that enrich and add meaning to their lives. Therefore, how does organizations and people become interrelated and mutually dependent on each other? It is through career. Career provides organizations a way to channel people into needed areas and to develop their skills so that they can continue to perform needed organizational functions. Rightly done, the employees can also gain. Career can provide chances to have experiences and jobs that offer valued rewards and develop skills, leading to other desirable opportunities and a brighter future. In general, the chance to develop skills and gain knowledge will contribute to a successful and satisfying career for most employees.

For employees to remain happy and satisfied in their jobs, first and foremost, they must know and feel that the work they are doing is suitable for them in terms of their skills and knowledge. The work that they are engaged in should also be able to fulfill their needs and career plans. In other words, over time, organization that they are working in should be able to help them plan more satisfying careers. Similarly, organizations need to know the employees preferred job areas, capabilities, job interests and aspirations and attitude in order to develop employees and match them with suitable positions and continually prosper and meet organizations goals.

Therefore, the fact is that, knowledge of employees' career orientation is beneficial for both employees and organizations. Employees can plan their career path to be consistent with work environment. Organizations, in turn, can formulate human resource strategies that are well-integrated and congruent with employees' needs and organizational goals. Thus,
knowledge of career orientation can balance the need of organizations and the dreams and aspirations of employees.

1.1 Background of the Study

Organizations, whether government owned, businesses or non-profit entities, provide products and services to their customers. The goal is to fulfill and satisfy the needs of their customers. These can only be achieved if the organizations have a committed and skilled workforce. Thus, human resource or the employees are the organizations greatest asset to deliver those goods and services to the end users. It should be a great concern for the organizations to ensure that this asset does not become obsolete and retain their competitive edge in the ever-changing business environment.

In the era of globalization, and the emergence of new technologies, organizations are striving to survive and succeed in an environment where dramatic changes have taken place. Rightsizing, downsizing and resizing of organizations occur all around the world, including Malaysia, and organizations are restructuring themselves in order to keep abreast with the new business and economic developments. Employees and managers alike are being replaced and displaced in vast amount. Mergers and reengineering of businesses has seen the management layers being reduced to a few levels. The security of 'lifelong' employment has also been challenged. Traditional approach to career path where seniority would ensure upward mobility along the career ladder is no longer assured, especially in privately owned institutions. Lateral moves have become the most common way to reenergize the employees, as companies reduce the levels of management, decrease the number of workers employed, and increased the demand on those who remained (Mony & Noe, 1996).

The changing demographics in the labour market has also given birth to a new set of employees that differ in their outlook towards work and work life. Job and career changes are increasingly common due to the uncertainties of the economic environment, technological changes, and new attitudes toward work. Career change has become more socially acceptable as personal fulfillment is more highly valued. Other reasons that people seek change are that their initial career was not their choice, their original aspirations were not met, there is insufficient time for other life roles, or the present career is incongruent with changed values or interests (Kerka, 1991). Employees are no longer eager to remain loyal with organizations if they can get better employment package elsewhere that can help them to fulfill their career aspirations. Herriot (1992) also believed that the changes in the next decade, which has already occurred at present, threaten the very existence of many organizations. These changes are the technological change, changing demographics and education, information explosion, globalization, and concern about environment. Only those organizations which negotiate careers and have provided suitable career development system will keep the people they need to help them survive.

Herriot (1992) viewed the concept of career as important because it tackles the three major issues of our time. First, the career is about time. It compares between the past and present situations faced by individuals and organization, and also of the projected or future plans. Through this, the individual and the organization can see what needs to be done. Secondly, organizational careers are relationship over time between individuals and their organizations. As human resources is important, organizations must 'use' them wisely, and develop them to get the most benefit. This means that organizations have to develop their
employees so that they are flexible enough to meet new challenges and fill new jobs. However, organizations want to make use of people, but they are often unaware of what those people want for themselves. They expect commitment and performance, and think they can engineer it by performance-related pay and other material inducements. What they don't realize is that it is individuals with whom they are dealing with. Individuals do differ in their aspirations. The third and the last feature of the career concept is the distinction between internal and external, or the subjective and the objective career. He termed this as "career in the head." The external or objective career can be seen through the positions that employees hold. But the internal or the subjective career is hidden as it is in the 'head' of employees. This aspect is most important to understand in this turbulent time as "the employees' perception of their career opportunities and progress in the organization, and the way organization values career development will have an impact on the maintenance of valued and skilled employees." (Herriot, 1992, pp. 96).

The challenges of turbulent times that all institutions face, businesses and public-service institutions alike, affect all levels of management and all groups within the management. In order to attract and retain good employees to serve in organizations and give quality customer service, a comprehensive strategy must be adopted in organization career development systems. The keys to new type of comprehensive employee retention plan are to have a planned approach; retain people as individual, not groups; value people through a strong organization vision; invest in employees; and approach retention as a long-term, not short-term strategy (Solomon, 1998). However, Drucker (1994) noticed that "governments and government statistics, backed by economists and managers, still speak of the "labour force" (p.118) and "treat them as a homogeneous entity, as most personnel policies and benefit plans do, and labour unions all insist on doing." (p.118). Organizations failed to recognize or are ignorant of the fact that there exist now "labour forces", each with different expectations, different needs, and different characteristics. In most institutions, including those in Malaysia, personnel policies are based on the assumption of a homogeneous work force. Training and development, performance appraisal, reward system and other human resource policies in career development systems are created to support each other in an effort to develop employees by a team of personnel, but seldom take into account individual's perspective on how the system should be implemented.

The public sector in Malaysia has faced delayering of management levels in January 1992 when the New Remuneration System (Sistem Saraan Baru or SSB) was implemented. The aim is to provide an integrated and comprehensive approach to enhance the management of human resource in the public service sector. Career development programs have taken a new approach, and performance appraisal and promotion is no longer done through the traditional way. Instead, pay for performance approach is adopted to increase the productivity of public servants and to halt the exodus of professionals in the sector to the private sector. The private sector, on the other hand, has long been seen to be providing a total employment package in terms of pay, bonus and rewards, and career progression.

In the light of the present situation in the business environment, organizations, be it privately or publicly owned, realize that in order to be competitive they have to have a career development system. And the system must get the support and involvement of employees within the organization. The purpose is clear. The involvement of employees will not only help make the system work but also promote its continuous application. The result is employees will continue developing their careers and contribute to the organization success. However, to obtain employee involvement in any project, program or activity, it requires the
initial perception of the individual. If the individual perceived the event to be important, involvement is guaranteed but if he or she has a negative perception, the reverse is true. Perception, according to Spear (1988) is our experience of relatively complex events and the influence of factors such as attention and prior learning on our sensory experience. Perception has to do with how we interpret the sensory environment. If organizations and human resource personnel know how employees perceive career development system in the organization and their individual interests, values and motives (career orientation), it will benefit both the individual and the organization as the system can be aligned to meet the individuals need and meet the organization goals. A good career development system will ensure that human resources activities will integrate with organizational goals, create a win-win situation for both human capital and organization, and permit organization to have competitive edge against their rivals.

1.2 Organizations Understudy

Two organizations have been chosen for the study. Dewan Bandaraya Kuching Utara (North Kuching City Hall or better known as DBKU) and TELEKOM, Kuching Division.

1.2.1 Dewan Bandaraya Kuching Utara (DBKU)

Kuching is declared as a city on August 1, 1988. With the official declaration of a city status, the administration and management of Kuching is entrusted to two local authorities: Dewan Bandaraya Kuching Utara (Kuching City North Hall) and Majlis Bandaraya Kuching Selatan (Kuching City South Council). DBKU is given the responsibility to develop, maintain, and manage the areas to the north of Kuching City. The organization structure of DBKU is divided into three main departments: Department of Operation, Department of Planning, Development and Environment Management, and Department of Administration and Management of Resource. The function of DBKU is to assist the Mayor of Kuching in the administration, management and maintenance of public amenities and facilities in north Kuching in the state of Sarawak.

a) Structure of Organization

The three main departments are divided into smaller operational divisions to facilitate the smooth running of the organization. Under the Department of Operation, there are five divisions: Licensing & Management of Small Business, Evaluation and Taxation, Law, Vehicle Parking, and Enforcement and Security. Department of Planning, Development and Environment Management consists of seven divisions: Parks, Recreational and Town Planning, Building, Engineering Project, Road Management, Contract and Surveyor, Drainage and River Management, and Health Environment. The Department of Administration and Management of Resource has four divisions: Administration and Management of Human Resource, Finance and System, Logistics, and Library/Resource Centre. Department of Internal Audit, Department of Corporate and Public Affairs, and Department of Quality Management complete the whole organization structure of DBKU.
b) Employees

DBKU is a public sector organization as it is a state government institution. The employees serving the organization are government servants with a total of 1,089. The government servants are divided into four job scales/categories which are group A, B, C, and D. Group A comprises the mayor, quantity surveyor, engineers, accountants, architects, law officers, auditors, botanist, enforcement officers, administration officers, health inspector, horticulturist, town planners, and librarian. Group B consists of positions such as technical assistants, account officers, and administrative assistants. Group C comprises posts such as technicians, library assistants, enforcement officers, and security officers. Employees who fall under group D are those who hold posts such as public health officers, security guards, clerks, drivers, and office assistants. Apart from these groups of employees, DBKU also has workers who are paid daily wages for doing manual work. This group of employees is not included in the study. Realizing that employees are the main factor in ensuring quality service to the public, the management of DBKU acknowledges employees as the most important asset in the organization, and focuses on the concept of recruiting the right person at the right point of entry or selection.

c) Training and Development

As DBKU believes in the importance of human resource towards providing quality service to the public, the organization has implemented various programs and activities to develop its employees, and has also rewarded and recognized employees' efforts and contributions through numerous ways. DBKU practices continuous career and professional development for its employees and as such, provides training and development through various programs throughout the year. On-the-job-training, off-the job-training, in-house training, external training, and educational visits are conducted, for both new and old employees in the effort to develop employees' careers. Training programs suggested by employees are also taken into consideration and implemented when they meet the goals of the organization. The organization also provides education assistance through giving financial aid for employees who want to pursue higher education that is congruent with the organization's goals. This is done in order to enhance employees' knowledge, skills and abilities in the organizations.

d) Management and Employees Relation

Open communication is encouraged at all levels of management in DBKU. Supervisors and managers are encouraged to have discussions with employees, and provide assistance to employees where necessary besides monitoring the work of their subordinates. This is implemented through dissemination of information and gathering feedback from employees within the organization through conducting meetings at management and division levels, with employees committee, monthly assembly, briefing, courses, dialogues, notices, posters, and e-mail. Mentoring and coaching is also done from time to time. Employees are encouraged to be innovative and creative in performing their jobs, and those who do are noted and their contribution is recorded in their personal employment record for later used, especially during performance appraisal.

e) Reward System

As a public institution, DBKU is subjected to the policies of the government in appraising employees. The New Remuneration System (NRS) or *Sistem Saran Baru (SSB)* is used for
performance appraisal purposes and in determining salary scheme. DBKU makes promotion from within an organization policy in their promotion exercises. Recognition and appreciation on teamwork and individual employee's contributions, excellence service, and integrity is shown through presenting monetary and non-monetary awards, such as cash and certificates. Examples of awards given to employees are Innovation Award (for contributing new and innovative ideas to improve service), Excellence Service Award (for providing good customer service), Continuous Improvement Award (for aspects such as cost reduction, systematic work activities and increase productivity), and Mayor's Award (for showing high integrity and work performance). Benefits provided to the employees among others are healthcare facility, life insurance, sports and recreational facilities, and employees' welfare fund.

1.2.2 TELEKOM, Kuching Division

The history of TELEKOM in Sarawak started in the 1900's. The first Telephone Exchange (100 lines) was installed in Kuching in 1919. The department was known then as "Posts & Telegraph Department" and employed 30 staff. From the year 1952 to 1958, exchanges and smaller stations mushroomed in Kuching, Sibu and Miri, where approximately RM 12 million was spent. Progress was swift after the formation of Malaysia in 1963. In 1968, Posts and Telecom Department were separated into "Postal Department" and "Telecom Department" and were headed by respective heads in Kuala Lumpur. On January 1, 1987, Telecom Department was privatized and known as Syarikat Telekom Malaysia Berhad (STMB).

a) Structure of Organization

The organization structure of TELEKOM, Kuching is divided into many units. The main headquarters is situated in Simpang Tiga, Kuching. There are 9 units here: Malaysia Securitel, Human Resource Unit, Finance Unit, Technical Support Service Unit, Payphones Unit, Corporate and Government Sabah/Sarawak Unit, Sales and Service Centre Unit, Major Business Sales (Marketing) Unit, and Development Unit. Various maintenance and small stations are placed in towns in Kuching Division.

b) Employees

TELEKOM, Kuching is a subsidiary of Syarikat Telekom Malaysia Berhad, a public listed company. As such, it is a private organization. STMB or TELEKOM now has 29 000 employees throughout the country of which 1 304 are employed in Kuching Division in Sarawak. The employees are divided into just 2 job categories, namely executive and non-executives. Executive consists of top management and middle management personnel, such as managers, engineers, accountants, and auditors while non-executives are those with the posts, such as technicians, assistant engineers, clerks, and accounts assistants. The organizational mission of TELEKOM as a whole is to provide total customer satisfaction in an effort to become a world class telecommunication company. This objective is to be achieved through the development of human resource, supplying quality products and excellence service, and meeting the needs of the nation, employees and shareholders.

b) Training and Development
Training and development opportunities are provided to employees in an effort to increase their knowledge, skills and abilities in their work. The training and development programs are done on-the-job and through external courses. All in-house training and courses are conducted either at TELEKOM Training College in Kuching or Kuala Lumpur. Training and courses that are not provided by the training colleges are done externally. Employees' training is determined by the training colleges through information provided by employees in the training needs analysis form provided quarterly to employees. The selection of trainees is done by the main head office in Kuala Lumpur.

c) Management and Employees Relation

The management of TELEKOM, Kuching Division encourages the exchange of ideas among its employees. Supervisors and managers are encouraged to motivate and understand their subordinates in order to ensure quality service is always provided to customers. This is done through formal meeting that are scheduled periodically and also through informal and personal discussion and talks with employees. The role of supervisors and managers in developing employees' careers is vital especially during performance appraisals. Performance appraisal report, among others, is used to identify employee's job interests and suitability of handling various tasks, training needs of potential candidates for promotion, and rewards purposes. Promotion from within is being practiced when a job vacancy occurs in the organization. However, as TELEKOM Kuching is a subsidiary division, all promotion, training, and rewards decisions are made by the head office taking into consideration the recommendations and proposals made by its subsidiaries and branches.

d) Reward System

As a private and profit oriented organization, TELEKOM stresses on high job performance in rewarding employees. Employees' hard work help to generate more income for the organization, and in turn, TELEKOM repay them with bonuses and salary increments compatible with their efforts. Besides the salary given, the benefits and incentives provided to employees include education scholarship, medical assistance, allowances, such as food allowance and safety allowance, housing and vehicle loans, legal assistance, and company discounts and products. Besides that, there is also a Pension Scheme to ensure the well being of the employees is taken care off. TELEKOM recognizes and shows appreciation to their employees by having activities and programs like Customer Service Excellence, 5S (Housekeeping) Award, Employee Excellence Program, Excellence Employee Award, and Best Employee of the Month Award. This is implemented to motivate and sustain excellence service from the employees, besides providing job satisfaction.

1.3 Statement of Problem

Due to changes in the environment, competition in the business world and the emphasis on knowledge workers, an organization depends to a great extent on its ability to attract, develop, utilize and retain well-qualified people. Besides these factors, maintaining employees' loyalty has also become a challenging task as the new generation of workers is more mobile in terms of employment. If these 'new' employees feel dissatisfied with the work environment and cannot fit their career goals with the organizational career development programs, for instance, they will move to other organizations that can offer better conditions and able to fulfill their career goals.
Organizations, before establishing new career development programs or feel contented with the existing career systems must know how employees feel about the current career development activities, and the career orientations of the various types of employees that exist within the organizations. A comprehensive career development system then would include individual career planning assistance and a system for matching individual and organizational needs. If an organization fails to understand the employees' occupational talents and abilities, motives and needs, and attitudes and values, the organization will not be able to retain employees that they have developed in the beginning and face the problem of losing valuable assets.

Thus, in this study, the researcher wished to determine the perception of employees in a public and a private organization towards the existing career development system and the career orientations that exist among the employees.

Generally, this study intends to provide answers to the following questions:

a) What is the perception of the employees towards the current organization's Career Development System?

b) What is the distribution of career orientations in the organizations?

c) Are there differences between the perception of employees in a public enterprise and a business enterprise towards Career Development System?

d) What is the perception of different career orientation groups towards the organization's Career Development System?

1.4 Objective of the Study

The main objective of this study is to find out the perception of employees toward the current career development system in their organizations and the distribution of different career orientations among employees within the organizations.

Specifically, the objectives of this study are to:

i. describe the demographic characteristics of the respondents;

ii. identify employees' career orientations: technical/functional competence, general managerial competence, autonomy/independence, security and stability, pure challenge, entrepreneurial creativity, sense of service, and lifestyle;

iii. determine the perception of different employee career orientation groups towards career development system

iv. determine if there are any differences in perception towards the organization career development system among employees of varied demographics characteristics that are gender, age, level of education, job category and years of service;

v. determine the correlation between employees' perception of career development system and training and development opportunities;

vi. determine the correlation between employees' perception of career development system and supervisor/manager's role in career development;
vii. determine the correlation between employees' perception of career development system and organization rewards system;

viii. determine if there are any differences among various career orientation groups in terms of their perception towards Career Development System

Based on the objectives of the study, research hypotheses are developed to determine the significance of the independent variables and their relationship with the dependent variable.

1.5 Research Hypothesis

The hypotheses of this study stated in the null form are as follows:

1. There is no significant difference between male and female employees in terms of their perception towards career development system.

2. There is no significant difference between employees of various age groups in terms of their perception towards career development system.

3. There is no significant difference between employees of various levels of education in terms of their perception towards career development system.

4. There is no significant difference between employees of various job categories in terms of their perception towards career development system.

5. There is no significant difference between employees of various length of service in terms of their perception towards career development system.

6. There is no significant correlation between employees' perception towards career development system and the organization training and development opportunities.

7. There is no significant correlation between employees' perception towards career development system and manager/supervisor's role in career development.

8. There is no significant correlation between employees' perception towards career development system and the organization rewards system.

9. There is no significant difference among the various employee career orientation groups in terms of their perception towards career development system.
1.6 Conceptual Framework

Based on Figure 1, the conceptual framework for the study is as follows:

The independent variables are training and development opportunities, managers/ supervisor's role in career development, and company rewards system. The demographics characteristics are gender, age, level of education, job category, years of service. The employees' respective career orientations are also the independent variables. The dependent variables are the employees' perception towards career development system.

1.7 Significance of the Study

This study intends to contribute to the body of knowledge and development of career development systems in the organizations, where the study is conducted. By understanding the career orientations of employees, human resource developers and career development strategists in the organization will be more able to align the existing and future organizational human resource development activities and goals with the employees' career
needs. Forecasting, succession planning, promotion and other aspects concerning the welfare and mobility of employees will be more realistic to meet organizational business and human resource goals.

The findings of this study will contribute to the enhancement of the field of human resource development in all organizations. Besides, this study will also provide insights for all organizations into finding and acknowledging the differences among their employees, thus, giving them ideas to make career development system in their organizations better.

1.8 Definitions of Terms

1.8.1 Perception

Perception is defined as the process by which we become aware of the many stimuli impinging on our senses (DeVito, 1991). Johns (1992) defined perception as the process of interpreting the messages of our senses to provide order and meaning to the environment. In this study, perception is defined as the process of how employees interpret the objects or events in their environment i.e. their workplace. Any happenings in their work and workplace will have an influence on how they see their organization commitment towards them. Employees' perception towards career development system in their organizations is examined. In addition, their perception towards career development system and its relationship to independent variables (demographics characteristics and career orientations) are also analyzed.

1.8.2 Career

A career is defined by Hall (cited in Johns, 1992) as a sequence of work activities and positions, and associated attitudes and reactions, experienced over a person's life. Career, in this study, refers to a person's structured occupation and involves a steady of progressive advancements which includes how an individual's work life develops over time and how it is perceived by that person (Schein, 1990).

1.8.3 Career Development Systems

Career development system is defined as an organized, formalized, planned effort to achieve a balance between individual's career needs and the organization's workforce requirements. It integrates activities of the employees and managers with the policies and procedures of the organization. (Leibowitz, Farren & Kaye, 1986). In this study, career development system is defined as the effort to align the organization business strategy and the employees' personal goals. The focus of this study is on employee selection and recruitment, career paths, training and development programs, performance appraisal, coaching opportunities, job moves, career planning and retirement planning. It is a continuous effort done by organization that involves all employees.
1.8.4 Employee

Employees are defined by Comstock (1994) as persons who do the non-managerial work of producing the actual goods and/or services of the organization. Employees in this study refer to the people that are employed by the organizations under study that are DBKU and TELEKOM, who are given rewards for the work that is done within the company.

1.8.5 Career Anchors/Orientations

Career Anchors/Orientation is defined by Schein's (1990) as "the self-image that a person develops around his or her career which moves to be a guide as well as constraint on career decisions." (p.9). In this study the term anchor and orientation will be used interchangeably, however both carry the same meaning as defined by Schein. Schein's eight career anchors/orientation are as follow:

1.8.5.1 Technical/Functional Competence

This anchor/orientation refers to people who would not give up the opportunity to apply skills in his area and to continue develop those skills to a higher level. These people derive the sense of identity from the expertise of their skills and are most happy when their work permits them to be challenged in those areas. These people would avoid general management because they would not want to leave their area of expertise.

1.8.5.2 General Managerial Competence

This anchor/orientation General Managerial Competence refers to people who would always take the opportunity to climb to a level high enough in their organization to enable them to integrate the efforts of others across functions and to be responsible for the output of a particular unit of the organization. They want to be responsible for total results, and they identify their work with the success of the organization for which they work. If they are presently in a technical/functional area, they will take it as a necessary learning experience, but their ambition is to move and be a generalist as soon as possible.

1.8.5.3 Autonomy/Independence

This anchor/orientation refers to people who would not give up the opportunity to define their work in their own way. They want to remain in jobs that allow them flexibility regarding when and how to work. They will turn down opportunities for promotion and advancement in order to retain autonomy.

1.8.5.4 Security and stability

This anchor/orientation refers to people who would not give up employment security or tenure of a job. Their main concern is to achieve a sense of having succeeded so that they can relax. They show concern for financial security (such as pension and retirement plans). The concern for stability may involve trading loyalty and willingness to do whatever the employer wants from them for some promise of job tenure. They are less concerned with the content of their work and the rank they achieve in the organization, although they may achieve a high level if talent permit. They build their entire self-images around the management of security and stability.
1.8.5.5 Entrepreneurial creativity

This anchor/orientation refers to people that would not give up the opportunity to create an organization or enterprise of their own, build on their own abilities and willingness to take risks and to overcome obstacles. They want to prove to the world that they can create an enterprise that is the result of their own effort. They might be working for others in the organization but at the same time they are learning and assessing future opportunities. They will go out on their own as soon as they feel they can manage it.

1.8.5.6 Service/Dedication to a Cause

This anchor/orientation refers to people who would not give up the opportunity to pursue work that achieves something of value, such as helping others, improving people's safety, curing diseases through new products, and so on. They pursue such opportunities even if it means changing organizations, and do not accept transfers or promotions that would take them out of work that fulfills those values.

1.8.5.7 Pure Challenge

This anchor/orientation refers to people who would not give up the opportunity to work on solutions to seemingly unsolvable problems, to win out over tough opponents, or to overcome difficult obstacles. For them the only meaningful reason for pursuing a job or a career is that it permits them to win out over the impossible. Novelty, variety, and difficulty become the ends to themselves, and if something is easy it becomes immediately boring.

1.8.5.8 Lifestyle

This anchor/orientation refers to people who would not give up a situation that permits them to balance and integrate their personal needs, their family needs, and the requirements of their career. They want to make all of the major areas of their life work together towards an integrated whole. Due to this, they need a career situation that provides enough flexibility to achieve such integration. They may sacrifice some aspects of their career (such as a promotion that will require them to transfer elsewhere), and they define success in terms broader than just career success. They feel that their identity is closely related to how they live their total life, where they settle, how they deal with their family situation, and how they develop themselves with any particular job or organization.

1.8.6 Training and Development

Training and development refers to the teaching of technical, human relations, and conceptual skills to employees (Stoner, 1984). They include all employees: non-managerial and managerial. Mondy and Noe, (1996) refers to training and development as a planned and continuous effort by management to improve employee competency levels and organizational performance. In this study, training and development opportunities covers all on-the job and off-job trainings provided by organizations to all employees whether short term or long term in their efforts to increase employees' performance.
1.8.7 Supervisor/Manager

A supervisor is defined by Comstock (1994) as a first-level manager who directs the activities of the working level employees. Plunkett (1992) defined a supervisor as a manager whose subordinates are non-management employees called workers. In this study, supervisor and manager refer to a person who has the authority to control and direct other employees in doing their work, and acts as an intermediary between the workers and the management of organization.

1.8.8 Reward System

A reward system (or employee compensation) refers to all forms of pay or incentives going to employees and arising from their employment (Dessler, 1997). It also includes any recognition and activities done in appreciation of employees' effort in contributing to organization's success. In this study, reward system includes all financial and non-financial payments and contribution made to employees as a positive reinforcement in order to attract, retain and develop employees to prolong their careers in the organization.

1.9 Limitation of the Study

The limitations of the study are as follows:

1. The study only involved employees in two organizations. Thus, its findings may not be generalized to other organizations with different operations and background. Similar research in other organizations is required to compare the findings.

2. The accuracy of the findings depends on the honesty of the respondents in answering the items in the questionnaire. It is assumed that the respondents will express their true feelings and opinions in this study. However, this might not be so as they may give answers that they feel are better for projecting the image of the organization and that are socially more acceptable.

3. The accuracy of the findings also depends on the respondents' understanding of the statements in the questionnaire. There is the possibility that some respondents may not totally comprehend the intent of the statements and give inaccurate responses. This will then affect the accuracy of the results.

4. Ideally, the use of career orientation inventory is followed by interview with each of the respondents. However, due to the nature of the study, the number of respondents, and time factor, this is not possible. Studies done by other researchers that involved a large sample has also left out the interview to save time (Yarnall, 1998; Igbara & Greenhaus, 1991).