



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN CAREER DEVELOPMENT
AND JOB SATISFACTION**

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(Human Resource Development)**

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Masters

PhD

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**THE RELATIONSHIP BETWEEN CAREER DEVELOPMENT AND JOB
SATISFACTION**

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This project paper is submitted
in partial fulfilment of the requirements for a
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ABSTRACT

THE RELATIONSHIP BETWEEN CAREER DEVELOPMENT AND JOB SATISFACTION

This study conducted to investigate the relationship between career development and job satisfaction in one Electronic Company. The hypothesis in this study were constructed based on the previous study that has been reviewed, which, the research was conducted by Andronicus (2020). In his previous research, he found that career development had a positive and significant effect on job satisfaction. Thus, the organization should make an investment in career development programs for their employee to make both of employee and organization to be successful (Duggan, 2011). Even though there are many study conducted related to this topic, however, there were mix of finding founded. For example, the study conducted by Tobing (2016) were indicated that there was no significant relationship between career development and job satisfaction. Meanwhile, Tee (2014) indicated that job satisfaction and career development had a fairly relationship. Therefore, an aim of this study is to extend our understanding of career development could influence employee's job satisfaction in the context of a private sector agency in Malaysia. Pearson Correlation Coefficient was utilized to test the relationship between the independent variable and dependent variable. This study revealed that career development had a significant relationship with job satisfaction.

ABSTRAK

HUBUNGAN ANTARA PEMBANGUNAN KERJAYA DAN KEPUASAN TERHADAP PEKERJAAN

Kajian ini dilakukan untuk mengkaji hubungan antara pengembangan kerjaya dan kepuasan kerja di sebuah Syarikat Elektronik. Hipotesis dalam kajian ini dibina berdasarkan kajian lepas, yang mana, kajian tersebut dikaji oleh Andronicus (2020). Dalam penyelidikan tersebut, dapatan kajian itu menunjukkan bahawa perkembangan kerjaya mempunyai kesan positif dan signifikan terhadap kepuasan terhadap pekerjaan. Oleh itu, organisasi harus membuat pelaburan dalam program pengembangan kerjaya untuk pkerjanya agar pekerja dan organisasi berjaya (Duggan, 2011). Walaupun terdapat banyak kajian yang dikaji berkaitan dengan topik ini, namun terdapat pelbagai temuan atau dapatan kajian telah dibentuk. Sebagai contoh, penyelidikan yang dikaji oleh Tobing (2016) menunjukkan bahawa tidak ada hubungan yang signifikan antara pengembangan kerjaya dan kepuasan terhadap pekerjaan. Sementara itu, Tee (2014) menunjukkan bahawa kepuasan terhadap pekerjaan dan pengembangan kerjaya terdapat hubungan yang positif. Oleh itu, tujuan kajian ini adalah untuk memperluas pemahaman kita mengenai perkembangan kerjaya yang dapat mempengaruhi kepuasan kerja pekerjaan dalam konteks agensi sektor swasta di Malaysia. Dalam kajian ini, Pekali Korelasi Pearson digunakan untuk menguji hubungan antara pemboleh ubah. Dapatan kajian ini menunjukkan bahawa perkembangan kerjaya mempunyai hubungan yang signifikan dengan kepuasan kerja.

CHAPTER 1

1.0 INTRODUCTION

1.1 Background of Study

Satisfaction is a sense of fulfilment which is unpredictable. Satisfaction in job is refer to how pleased an individual is with their task or job and job satisfaction also comes from the general attitude such pleasurable, positive and good feeling towards a job (Locke,1996). Spector (1996) additionally has described the job satisfaction as the like or dislike towards one particular job. According to Amstrong (2003), a sense of satisfaction as an output from a positive and good perspective towards job, while the negative and poor perspective towards job lead to unsatisfactory feeling. In which, the feeling of dissatisfaction towards job may also result to increasing turn-over rate (Lim, 2007). Level of job satisfaction is related to how well the individual workers like their job instead of how well the job is done and how much exertion they give (Hughes et al., 2006). Job satisfaction able to give a positive impact on individual employee such as increasing their productivity, encourage the employee to be more innovative, and devoted to keep the service quality in a good state. There are two essential characteristics of job satisfaction based on the level of an individual employee's emotions towards job (Mueller & Kim, 2008). First, job satisfaction point out as an employee's general emotions towards their job such as, "Overall,I love my job." Second, job satisfaction component or facet which pointed out as an emotion towards specific job dimension such as pay rate, reward, organizational structure, career development opportunities, workplace environment, the relationship of a person's with their cohort and the working hours, for example "Overall, I love my job, but my schedule is difficult to manage." (Mueller & Kim, 2008). Generally in this context of research, job satisfaction is point out as an individual worker feel satisfied toward their overall job.

In todays modern business world, the key focus for plenty of the businesses companies is to be survive in this competitive world, where they are continuously looking for a strategies which able to help them to set up their competitive strength (Jayasingam & Yong, 2013). These days, wages increment is not the only factor that

people are looking for but they also looking for a better career development opportunities to fulfill their overall job satisfaction. To help employees in considering the potential career routes is one of the important roles of human resource department (Agba et al., 2010, p. 106). Past studies shows that career development and learning opportunities are factors that influence the talented employees to choose between job offers (Barbeite & Maurer, 2002). Additionally, the workers who figure out career growth opportunities from their employer results a improvement in commitment to organizations (Mikkelsen et al., 1999). Therefore, in order to survive in business world and to increase competitive advantages, career development must be consider as a important factor. The golden or talented employees is important in achieving a successful organization, thus it is a must to retain them. Therefore, the organization should make an investment in career development programs for their employee to make both of employee and organization to be successful (Duggan, 2011). The impact of career development programs is not only gives a competitive strength to organization but also influence on the level of job satisfaction among employees which also chosen as the subject in this study. Based on the previous finding in research, it indicated that the ability of the management in planning and managing the development in careers of individual employees' in proper way may effect significantly on employee's job satisfaction level (Chen, Chang & Yeh, 2004; Puah & Ananthram, 2006; Theodossiou & Zangelisa, 2009). Musriha and Msi (2013) examined the influence of individual features and organizational culture on employee career growth. It was found that awareness of the personal skills and expertise of the employee greatly affects the career growth of the employee. The organizations and individual's goal cannot be achieve if the needs of organization and competencies of individual employees are not identified, where the organizational needs cannot be satisfied without satisfying the employee needs (Lingham, 2000). Therefore, the aim of this study is to investigate whether the career development and job satisfaction have a significant relationship, as well as to raise awareness. Hence, in this study, career development as a independent variable and contribute to the outcome in job satisfaction.

1.2 Problem statement

According to Lim (2007), the result of job dissatisfaction results in increasing turn-over rate. One of the reason that may impact job satisfaction that influence high turnover rate is due to lack of career development. “Employee Job Happiness Index 2017” survey that conducted by JobStreet (2020) show that job satisfaction level is at moderate level which indicated point 4.65 out of a scale of ten and top factors out of three related in impacting job satisfaction is the career development opportunities given to the employee. Employee are tend to move to others organization due lack of career opportunities. Randstad Malaysia (2019), shows that 90 percent of respondents in their survey in Malaysia would choose to work abroad to get a greater career development opportunities.

Furthermore, the top talented employee is the most crucial source of competitive advantage for every organization and with the proper management and the right career development programs they able to retain employees with top talent. On the other hand, to retain the golden employee and to maintain the job satisfaction in a high level is not easy, especially in the condition where the economy rate is decreasing, employer refuse to provide the career development programs to cut off the budget. However, it cause higher monetary loss due to high employee turnover rate. The practice of career development utilize by various organization in order to improve employee engagement and to retain their talented or potential employees thus, at the same time it improves the organization productivity and performance (Mohd Zin et al., 2013). However, the management also focus more on the employees’ performance and productivity than employee’s development process. According to (Nelson & Burke, 2000) the lack of career achievement and development, less promotional opportunities are also associated with stress and stress will strongly influence job satisfaction (Tett & Meyer, 1993).

On the other hand, even though there are many study conducted related to this study, however, the mix of finding on the relationship between career development and job satisfaction are found. For example, Tobing (2016) found that career development had no significant effect on job satisfaction , while, Tee (2014) previous studied shows that the career development and job satisfaction had fairly relationship and positively bond with each other. In addition, Hakim (2020), show the significant

relationship between career development and job satisfaction where the career development has a direct influence on employees' job satisfaction. Hence, this study is conducted to assess the job satisfaction needs of the employees on career development where this research paper will investigate the relationship between career development and job satisfaction.

1.3 Research Objective

The objective of this study is to investigate the relationship between career development and job satisfaction.

1.4 Research questions

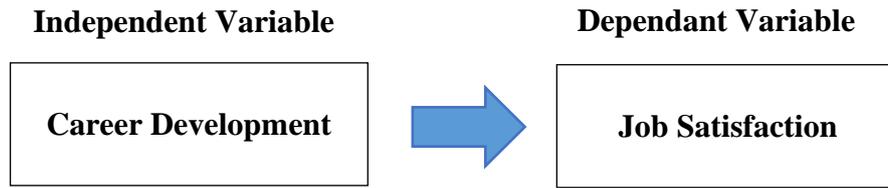
- i. Is there a significant relationship between career development and job satisfaction?

1.5 Research hypothesis

HA₁ : There is a significant relationship between career development and job satisfaction.

This hypothesis is developed based on the previous findings, where career development had a significant and positive effect on job satisfaction (Andronicus & Vernando, 2020).

1.6 Conceptual framework



Source : Andronicus (2020)

Figure 1.1 : Conceptual Framework

This framework in figure 1 shows the relationship between two variables which is career development and job satisfaction. This conceptual framework adapted and modified from Andronicus, M. (2020) in the study of “Influence of Career, Communication and Discipline on Employee Job Satisfaction at PT. Anra”. The dependent variable in this study is job satisfaction while the independent variable is career development. According to Andronicus (2020) in the past studied, the result shows that “Career development had a positive and significant effect on job satisfaction”. Career development programs also were found the positive influence on job satisfaction, professional development, and productivity in previous studied by Chen et al. (2004). The previous research on “The Influence of Motivation Factors Towards Job Satisfaction Among Staff in Property Developer Organization” by Said et al. (2017) also purposed a direct research framework which include career development as an independent variable while the dependent variable is job satisfaction. Based on that research, the researcher found that “career development was statistically significant to job satisfaction” (Said et al., 2017). Hence, in this study also indicate the framework of direct relationship between independent variable and dependent variable.

1.7 Significance of the study

i. Significance to body of research

The results or findings from this study will give a positive contribution to address the gap in local literature in Malaysia, especially in private sector. Thus, the findings indicated in this study can be add on the literature which it will help the researchers in their future studies.

ii. Significance to organization of study

This study increase awareness that helps provide a knowledge of various career development opportunities for individual employee. This study also increase awareness for employer as well as encourage the employer to practice career development in their organization. Thus, it helps increase the ability of organization to retain their talented or skilled employee and able to attract highly qualified candidates.

iii. Significance to practitioner/policy maker

Most organizations strive for employee satisfaction, however not all able to attain this goal because they are lack of effort in including career development programs as their key strategy in the organization. Therefore, this study help practitioner or policy maker to understand the positive influences of career development that contribute to employee satisfaction, how it fits into a company's overall success and retain employees, and also help the policy makers in private sector to properly plan for career development opportunities in order to improve the employees' level of job satisfaction.

1.8 Limitation of Study

In conducting this study, there are a limitation in this study which this study is just focusing on two variables which is career development and job satisfaction. This study also limited in term of sample size and the results or findings in this study also does not reflect on the overall population in Malaysia because this study will conduct in a single organization branch based in Sarawak (Kuching and Miri), which is private sector branch organization. This study also limited in the term of research methodology, researcher only utilize a questionnaire survey in this study.

1.9 Definition of Term

This session discussed on the conceptual definition and operational definition for job satisfaction in the context of this study.

1.9.1 Job satisfaction

Conceptual definition :

The term used in this research is 'job satisfaction'. Job satisfaction defined as a sense of satisfaction that comes from a positive and good perspective towards job, while the negative and poor perspective towards job lead to unsatisfactory feeling. Job satisfaction varies from an employee to employee which the aspects or facet that make an employee feel good regarding to their job may be not work for another employee even in the same workplace under the same conditions.

Operational definition :

In the context of this study, generally job satisfaction is point out as a sense of satisfaction of individual workers towards their overall job. An adaptation of questions from the Job Diagnostic Survey, as developed by Hackman and Oldham (1975; 1980) assessed job satisfaction with a seven point Likert scale.

3.9.2 Career development

Conceptual definition :

Career development commonly define as an organizational initiative whereby organizations establish the mechanisms, structures, processes, and systems to promote the initiative of career development among employees (McDaniels & Gysbers, 1992 ; Herr, 2001).

Operational definition :

In this context of study, career development defined as an individual effort advancing career path and organizational initiative providing opportunity for an employees to grow. An adaptation of the eighteen items from the work of Whitaker (2018), and Adekola (2011), assessed job career development with a five point Likert scale.

1.10 Chapter summary

In summary, the job satisfaction, career development, statement of the problem, research objectives, research question, research hypotheses, conceptual framework, significance of the study, limitation of study and definition of term are discussed. This chapter provide an important overview as an initial direction for this research.

CHAPTER 2

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter include an overview of the literature related to career development and job satisfaction. The dependent variable and independent variable in this study are discuss to give a better understanding on the variables and the relationship or linked between career development and job satisfaction which are explained and the past similar findings also discussed. The Maslow's Hierarchy of Needs Theory also reviewed in this chapter.

2.2 Discussion on Variables

2.2.1 Job Satisfaction

Amponsah-Tawiah et al. (2016) stated that job satisfaction is a feeling and thoughts of an employee regarding to the overall characteristics of the job. It is a complex and multifaceted concept that represent the feeling which result to a form of perception that job allow the material and the psychological needs, which may be different objects to different individual (Aziri, 2008). The job satisfaction often relate with a motivation however it is two different object where the job satisfaction is such an attitude and related with an individual personal feeling of achievement (Mullins, 2005). Job satisfaction is crucial to any organization that work as a competitive advantages and to avoid negative impacts of the job dissatisfaction such as low employee engagement, high absenteeism, low productivity, and lack of motivation. According to Spector (1997), there are three listed characteristics of the job satisfaction. First, the organization should be directed by human values. The employees supposed to be treated with respect and should be equal. Indirectly it helps improving employees' job satisfaction level and increasing their effectiveness. Second, level of job satisfaction effect on the employee behaviour. This behaviour is involve in carry out performance, where, employees that satisfied with their job are tend to act in a good behaviour but those who are not satisfied with their job likely to act in a bad behaviour. Third, job satisfaction as an indicator to an organizational activities. The observation process of an individual job satisfaction supply an evaluation or the feedback for the use of organization and this evaluation will helps the organization to determine the employees level of satisfaction and identify which activities should be improve.

2.2.2 Career Development

Career development designed to increase the employee satisfaction. According to (Rivai and Sagala, 2009 in Hafis Jauhari et al 2016), the career development refer to a process in increasing the individual employee's work ability achieved in order to achieved an elevated career. Werner & DeSimone (2012) define the career development as a process to boost the worker's skills, learning, capability, and

behaviour to fulfill the certain degree of expected outcomes or an accomplishment within certain period of time. (Robbins, 2011) stated "a career development as any sequence of attitudes and behaviors associated with work-related experiences and activities throughout one's life". Referring to Sarrazin et al. (2002), the absent in the career development practices, most of the employees tend to feel unsatisfied and could potentially influence the decision to walk away from the organization in order to seek for a greater career development opportunities. Creating a proper system of career development to provide a knowledge on the importance of career development system establish by the employer for the professional and managerial department able to help achieve the employee satisfaction (McCracken, 2002; Rutherford, 2005). The career development is not only contribute a positive effects to employee but also for company. The successful career development program will positively affect the sustainability of the organization (O'Donnell, 2007).

2.3 Discussion on the Past Findings

2.3.1 Career Development and Job Satisfaction

Job satisfaction described as the affective reaction of an individual to particular nature of the job (Chay and Bruvold, 2003). Noe (1996) describes it as a pleasurable feeling that arises from the belief that someone's work fulfills or enables one's basic job values to be fulfilled (Appelbaum, et al. 2002). Organizations engaging in career management are more likely to improve the work satisfaction of workers (Lee, 2000). Based on the past similar studied, titled Impact of "Career Development on Employee Satisfaction in Private Banking Sector Karachi" (Shujaat et al., 2013), indicated that there are significant relationship between career development and job satisfaction where the study were to determine the impact of career development on employees' job satisfaction. In addition, the results from past research, "Effect of compensation, career development, work environment on job satisfaction and its impact on organizational commitments in pt Jakarta tourisindo", Hakim (2020), show the significant relationship between career development and job satisfaction where the career development has a direct influence on employees' job satisfaction. Putra et al. (2017) also found a favourable and significant impact of career development on nurse

job satisfaction, in the study of “Job Satisfaction and Nursing Performance through Career Development” (Putra et al., 2017). This result supported by the statement where, the five factors need to consider in career development for employees and one of the factor is the job satisfaction level (Siagian, 2012), and in accordance with the statement in which, the goal of career development is to demonstrate the welfare relationship of employees of businesses, in this case in terms of income (Dubrin, 2010). In addition, the study conducted by Said et al., (2017), the researcher found that there was an important correlation between career development and job satisfaction.

2.4 Discussion on Related Theory

Maslow's hierarchy of need theory by Abraham Maslow (1943) is a motivational theory in psychology that consist of a five level model of human needs that outline as an hierarchical levels within a pyramid. Upward hierarchical level in Maslow's hierarchy of need theory including a physiological needs, safety, love and belonging, esteem and self actualization. The basic survival problems, such as wage and secure jobs, involve in physiological needs. Security needs include the element of stable issues in the physical and emotional environment, such as perks, retirement benefits, a safe working environment, and equitable work practices. Belonging needs more social acceptance issues, such as friendship or cooperation at work. A good self-image and appreciation and acknowledgement concerns such as job names, pleasant workspaces, and important job assignments are included in esteem needs.

The criteria of self-actualization are when an employee discovers personal capacity, self-fulfillment, seeks personal advancement as well as peak experiences. A desire “to become everything one is capable of becoming” (Maslow, 1987, p. 64). Maslow shows the complete needs of employee and how it effect on employee satisfaction. Rast and Tourani (2012) stated that since the introduction of Maslow's theory of Need Hierarchy in 1943, researchers have given close attention to the work satisfaction of workers in organizations and institutions since the mid-20th century. The employee’s recognition of how well the employer gives the important needs influence on their feelings towards job satisfaction (Soelistya et.al, 2016). However, a

person whose lowest level criteria have not been met would make decisions based on issues of pay, protection, or stability, in theory by Maslow. Hence, it is essential to make sure that the bottom level of need are satisfied before others move further up the pyramid. Additionally, if the higher level needs of workers are no longer met, employees will revert to their lowest level needs, such as in an economic crisis, employees will often focus on pay, security or security problems.

In relation to the Hierarchy of Needs by Maslow, higher order demands such as social esteem and self-actualization need levels were associated with the factors of motivation (Adler, 1991). Self-actualized persons are those who have been fulfilled and who have been willing to do anything. Self-development actualization's pointed out as the need for personal development and exploration that occurs in the life of an individual (Maslow, 1962). Referring to Maslow, an individual often becomes and never stays fixed where an individual needs to discover a purpose to life that is important to them. The desire for self-actualization directs individuals in various ways, since each person is unique (Kenrick et al., 2010). According to Maslow (1943; 1954), individual motivation is focused on people who, through personal development, pursue fulfillment and improvement which also linked to career development opportunities. Career development and career planning are "the deliberate process through which a person becomes aware of personal career-related attributes and the lifelong series of stages that contribute to his or her career fulfillment" (Dessler, 2011: 383).

Employee career growth has become an issue in the lives of workers. Once an individual employee is satisfied with other factor, they are tend to seek for self improvement and the workers who figure out career growth opportunities from their employer results a improvement in commitment to organizations (Mikkelsen et al., 1999). Today's organizations (Hall and Goodale: 1986) in addition, workers have become personnel concerns in most organizations that need special attention and career development programs have started to flourish in almost all organizations. Maslow's theory is usually represented and demonstrated in a pyramid which develops the theoretical framework that crucial and useful for measuring some kind of satisfaction, especially job satisfaction and career development.