



**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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Final Year Project Report

Masters

PhD

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2 July 2021

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

SUFFIANA SHURA ANAK SAGING

This project paper 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  
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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 pekerjanya 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**

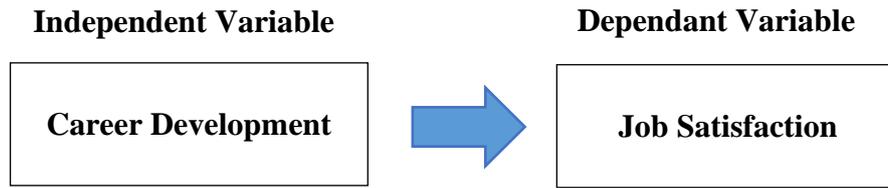
- i. Is there a significant relationship between career development and job satisfaction?

### **1.5 Research hypothesis**

**HA<sub>1</sub>** : 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.

## **2.5 Chapter Summary**

In summary of chapter two, the overview related to variable explained on the context of related subjects. The explanation on past findings and the selected theory which is the Hierarchy of Needs Theory by Maslow also shows the relationship or link exist between career development and job satisfaction. This review of literature provide the significant knowledge which include the various perspectives and researches.

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this chapter, the research design, population, sample, and sampling procedure, research instrument, validity and reliability, ethics of the study , data collections procedure, and data analysis procedure are explained. The study of research methodology is importance because it gives the necessary procedures in selecting the methods, scientific tools, and materials use in the study.

### **3.2 Research design**

This study design using a quantitative research method. This study is conducted by using survey method to collect cross-sectional data. The survey research design used intends to look for the difference and relationship between the career development opportunities and job satisfaction. The correlational research also utilize to study the relationship between career development and job satisfaction. Questionnaire is the method used for data collection process. This particular method used for data collections because it is less time consuming and able to collect the data in a large scale. The survey also a flexible procedure because the data can be collected via various techniques.

### **3.3 Population, Sample and Sampling Procedure**

The target population in this study interest on the Electronic Company Branch in Kuching and Miri, Sarawak and purposely involve 35 respondents. Therefore, the sample size in this research is 32 sample size. This sample size is determine using the table created by Krejcie & Morgan (1970) for a limited population. The formula is not required to determine the sample since the Krejcie and Morgan table provide the provisions needed. The data is gathered randomly from the employees in private sector which through close-ended survey questionnaire.

### **3.4 Instrument**

The research instrument for the quantitative methodology, or the way the data collected is through a close-ended questionnaire. The close-ended questionnaire is easier and quicker for respondents to answer and the answers are easier to code and statistically analyze. Moreover, the response choices in the close-ended questionnaire can clarify question meaning for respondents. In this study, the questionnaire created using google form and separated into there parts which is Section A, Section B, and Section C. Section A contain the questions regarding the respondent's demographics, which includes gender, age, marital status, education level, service type, and length of service. While, in Section B focus on the respondents' satisfaction levels, and followed by Section C which focus on respondents' perceptions on the opportunities of career development. The levels of measurements are classed into an ordinal scale in

form of Likert scale, which range from strongly disagree to strongly agree that represent by number 1-5.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
 Lowest level of measurement to Highest level of measurement				

**Table 3.1**

### 3.5 Normality test

The normality tests utilized to determine the normal distribution of the data set. According to Mishra et al. (2019), the Shapiro–Wilk test is more appropriate method for small sample sizes which is less than 50 samples. Therefore, in this study, Shaphiro-Wilk test utilized to test the set data normality. Shapiro–Wilk test for Job satisfaction is ( $P = 0.063$ ) and ( $P = 0.166$ ) for career development which the P value more than 0.05 and were statistically insignificant, thus, the data were considered normally distributed.

On the other hand, Skewness and Kurtosis also utilized to test the set of data normality. Skewness measure the asymmetry of the probability distribution using mean of a random variable, while, Kurtosis measure the height and sharpness of the central peak which relative standard bell curve. Skewness provide the amount and determine the direction of skew according to general rule of thumb. According to Mishra et al. (2019) distribution is called approximate normal if skewness of the data are between  $\pm 1$  or kurtosis of the data are between  $\pm 2$ . For small sample size ( $n < 50$ ), z value  $\pm 1.96$  are sufficient to establish normality of the data. In this study, Job satisfaction variable Skewness value was (-0.324), Kurtosis (-0.942) and Skewness Z-value is (-0.783), Kurtosis Z-value was (-1.164). While, Career Development variable Skewness value was (-0.019), Kurtosis (-0.412), and Skewness Z-value was (- 0.046), Kurtosis Z-value was (-0.509). Both variable are approximate normal as its value between skewnwss  $\pm 1$  and kurtosis  $\pm 2$ . The Z value of both variable also between - +1.96.

Additionally, Normal Q-Q Plot also used to test the data normality in this study. Figure 3.1 and Figure 3.2 below shows the observed values that seemed to cluster more or less along the straight line, in which, providing an indication that the data of Job satisfaction and Career Development were normally distributed normality.

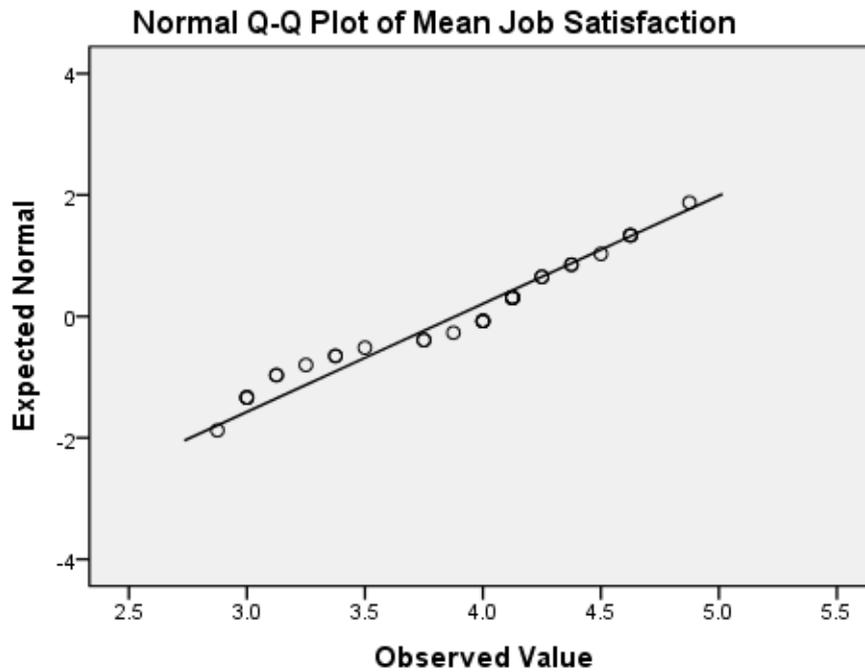


Figure 3.1

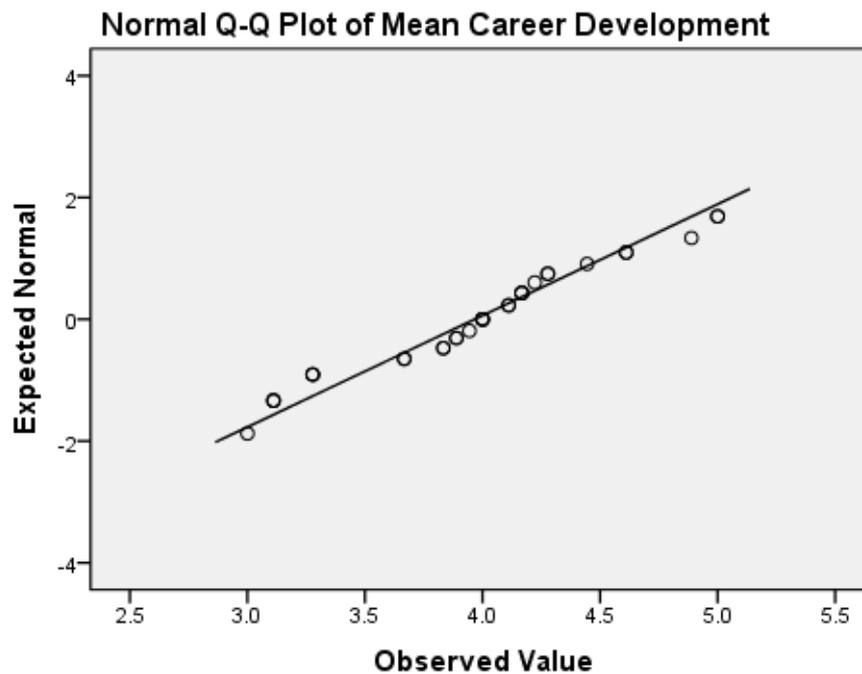


Figure 3.2

### 3.6 Validity and Reliability

“Reliability and validity are concepts used to evaluate the quality of research. They indicate how well a method, technique or test measures something. Reliability is about the consistency of a measure, and validity is about the accuracy of a measure”(Middleton, 2020). Validity is important because there is no reason to use the instrument if it does not accurately measured. Reliability also important use to measure the consistency of the research measurement. In this study, Cronbach’s alpha is used to test the reliability which measure the internal consistency. The result from Cronbach’s alpha is the number between zero and one. The reliability score that 0.7 and higher is an acceptable value. In this study, 8 items had been constructed to measure the employees' job satisfaction, while 18 items had been constructed to measure the career development.

The validity in this study also supported by the expert panel. This study submitted to the supervisor to ensure the validity. On the other hand, in the reliability test, the result shown that the Cronbach's Alpha value for dependent variable, which is employees' job satisfaction, was 0.814. Besides, Cronbach's Alpha value for independent variable, which is career development, was 0.861. Both alpha value for dependent and independent variables score more than 0.7. In overall, Cronbach's Alpha for all the variables statements was 0.834. Hence, it could be concluded that the statements in the questionnaire were reliable as all the Cronbach's Alpha were more than 0.7 and the research instrument could be used to conduct actual study. Table 3.2 below shows the Cronbach’s Alpha value for job satisfaction, career development and overall.

<b>Variables</b>	<b>Cronbach’s Alpha</b>	<b>Number of Items</b>	<b>Number of Respondents</b>
Job Satisfaction	0.814	8	10
Career development	0.861	18	10
Overall	0.834	26	10

**Table 3.2 Cronbach’s Alpha**

### **3.7 Ethics of study**

In this section, we are concern about ethical aspects during conduct this study. One of the consideration taken are all the participant are voluntary nature of participants which have the rights of individuals to withdraw partially or completely from the process. The effort to obtain data from the respondents strictly not by force, and the short information about the rationale of using participants in the research also provided in the survey questionnaire to avoid the participants who have involved in this research feels they are manipulated to achieve our needs and willing to involve in our study. In addition, every participant has dignity and should be respected. Hence, the participant's information kept as anonymous and make sure that the participants who provide their information to the questions cannot be identified to ensure the rights of privacy of individual.

### **3.8 Data collection procedure**

In this study, the study is based on the quantitative method and the primary source of gathering the data for current study is by questionnaire survey used for the data collection. The approval permission to conduct and collect the data use for this research is obtained at first. Then the questionnaire for the survey that created using google form is attach and distribute to the Electronic Company Branch in Kuching using digital application, online through Electronic Mail (Email). The questionnaire also has fax by the company to the same company branch located in Miri. Thus, this study conducted in Kuching and Miri. The quantitative method used to determine relationship between career development and the job satisfaction in private sector.

### **3.9 Data analysis procedure**

After gathering the data collection, a computer software named Statistical Package for Social Sciences Version 22 or known as SPSS version 22 is use to analyze the data. Several statistical analyzing methods used to process the data which is descriptive statistics and inferential statistic.

### **3.9.1 Descriptive statistic**

Is a statistical methods used to describe data that have been collected such as the used of graphic method or numeric measures. In this study, descriptive statistics is used to present or describe the data of respondent's demographic using diagram such graphs, tables and bar chart and to describe using numbers such as percentage. The respondent's demographic including gender, age, marital status, education level, service type, and length of service.

### **3.9.2 Inferential statistic**

Inferential statistic is the technique of interpreting the values obtained from descriptive statistic and then uses them to make decision thus draw a conclusion about the population. In this study, Pearson correlation coefficient use to investigate the relationship between career development and job satisfaction in private sector.

### **3.10 Chapter summary**

In summary, the research design in this study is using quantitative approach to study the relationship between dependent variable, which is career development and the independent variable, job satisfaction. The research instrument used in this study is a close-ended questionnaire, created using google form, and distribute using online digital application, E-mail. Ethical aspects also apply in this study. The target population in this study is 35 respondents in the private sector organization with the 32 sample size. The Saphiro-Wilk test, Skewness and Kurtosis, and Q-Q Plot, expert panel validity, utilized in this study to ensure the normality, validity and reliability in this study. The data analysis of this study use SPSS version 22.

## **CHAPTER 4**

### **4.0 FINDING AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the finding and discussion of the study that include a descriptive statistic and inferential statistic. The finding of this study presented in descriptive statistic consist of the demographic data such as gender, age, marital status, educational level, service type, and length of service. The data screening of independent and dependent variable also presented in descriptive statistic. On the other hand, inferential statistic present the data of the relationship between independent variable and dependent variable where Pearson Correlation Coefficient utilized. The finding used to test the hypothesis in this study.

## 4.2 Descriptive statistic

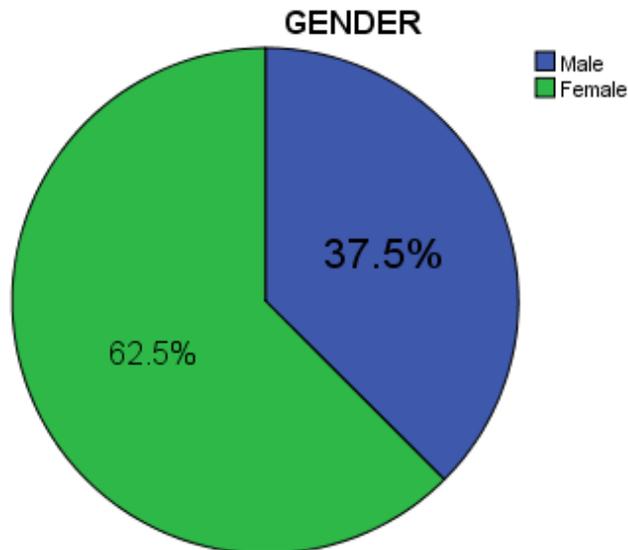
### Section A : Respondent's Demographic Characteristics

Respondent's demographic characteristics measured in this study including gender, age, marital status, education level, service type, and length of service.

#### 4.2.1 Gender

Gender	Frequency	Percent
Male	12	37.5
Female	20	62.5
Total	32	100.0

**Table 4.1: Distribution of respondent based on gender**



**Figure 4.1 Pie chart of respondent based on gender**

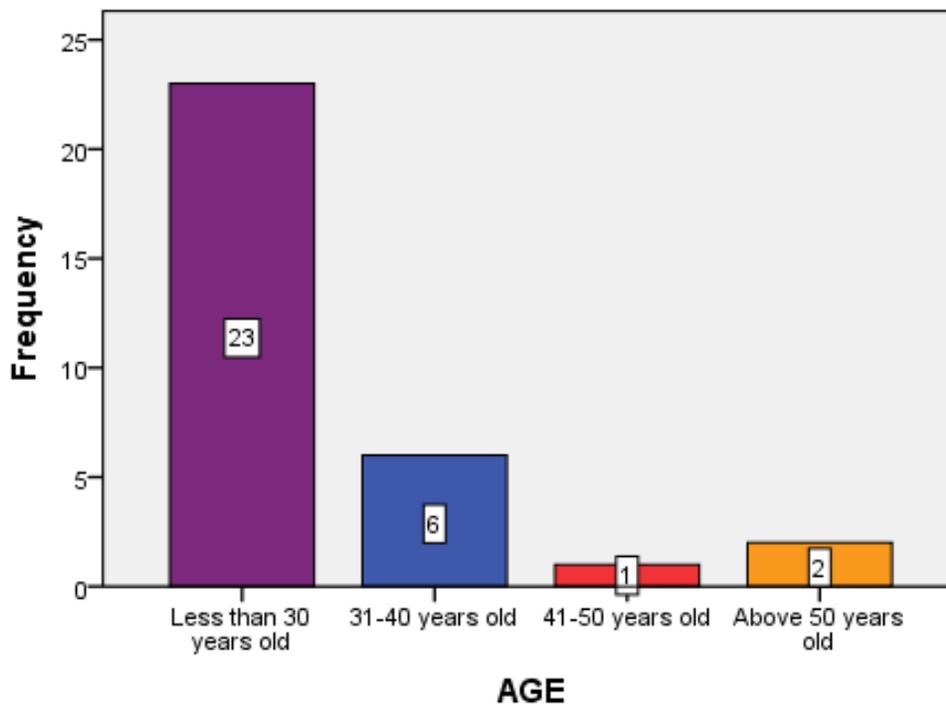
In figure 4.1, the pie chart presented the data based on gender of the total 32 respondents involved in this study. The data shows that female respondents were more than male respondents. In the table 4.1, there were 20 respondents are female and 12 respondents are male, or in

percentage, 62.5 percent are female and 37.5 percent are male.

#### 4.2.2 Age

Age	Frequency	Percent
Less than 30 years old	23	71.9
31-40 years old	6	18.8
41-50 years old	1	3.1
Above 50 years old	2	6.3
<b>Total</b>	<b>32</b>	<b>100.0</b>

**Table 4.2: Distribution of respondent based on age**



**Figure 4.2: Bar chart of respondent based on age**

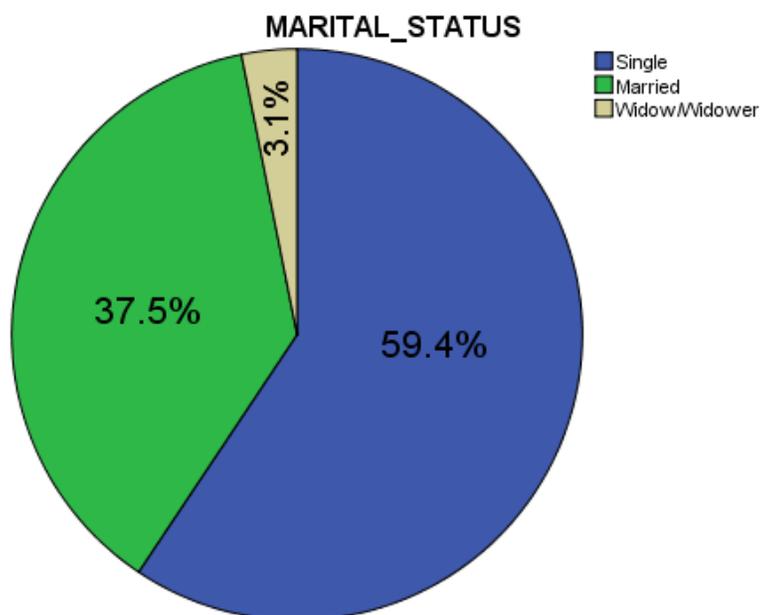
Table 4.2 and figure 4.2 presented the frequencies of the total 32 respondents involved in this study based on age. Based on the table 4.2 and bar chart of figure 4.2, most of the respondents

were less than 30 years old, which consist of the number of 23 respondents or 71.9 percent of respondents, and then followed by 6 respondents or 18.8 percent of respondents were between 31 years old to 40 years old. Next, there were 2 respondent or 6.3 percent of respondent were above 50 years old, and lastly, there are only one respondent was in a range of 41 years old to 50 years old.

#### 4.2.3 Marital Status

Marital Status	Frequency	Percent
Single	19	59.4
Married	12	37.5
Widow/Widower	1	3.1
<b>Total</b>	<b>32</b>	<b>100.0</b>

**Table 4.3: Distribution of respondent based on marital status**



**Figure 4.3: Pie chart of respondent based on marital status**

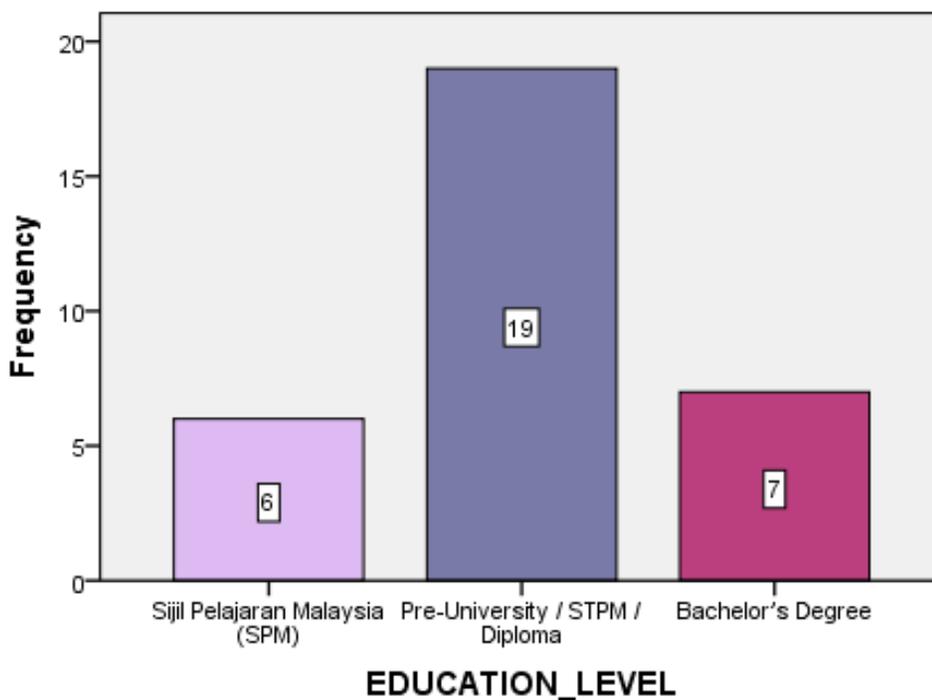
In the figure 4.3, the pie chart presented the percentage of the 32 respondents involved in this

study based on marital status, while table 4.3 shows the frequencies data. Based on the figure 4.3 and table 4.3, most of the respondents were single which consist of the number of 19 respondents or 59.4 percent of respondents, and then followed by 12 respondents or 37.5 percent of respondent were married. Finally, there was only one respondent or 3.1 percent of respondent were widow or widower.

#### 4.2.4 Education Level

Education Level	Frequency	Percent
Sijil Pelajaran Malaysia (SPM)	6	18.8
Pre-University / STPM / Diploma	19	59.4
Bachelor's Degree	7	21.9
<b>Total</b>	<b>32</b>	<b>100.0</b>

**Table 4.4 Distribution of respondent based on education level**



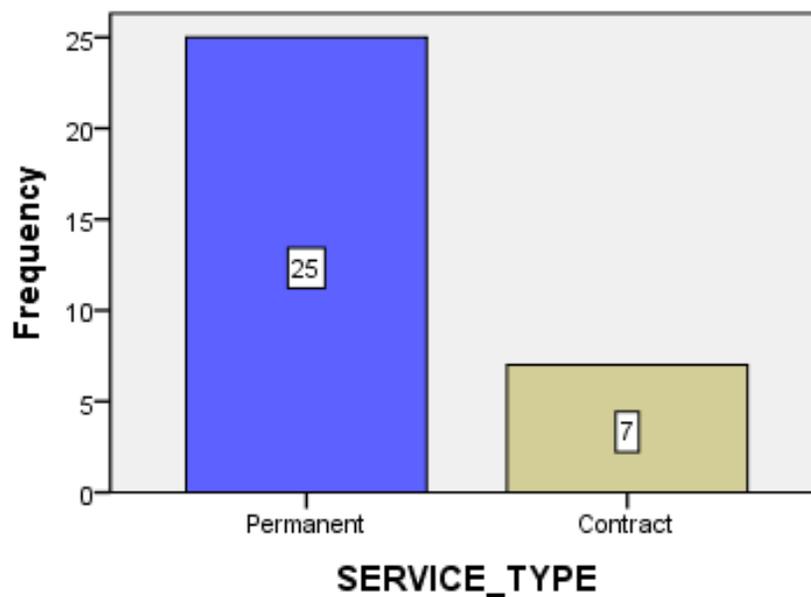
**Figure 4.4: Bar chart of respondent based on education level**

Table 4.4 and figure 4.4 presented the frequencies of the total 32 respondents involved in this study based on education level. The bar chart shown in the figure 4.4. Based on the table 4.4 and figure 4.4, most of the respondent's education level were Pre-University/STPM/Diploma which consist of the number of 19 respondents or 59.4 percent of respondents. Next, followed by 7 respondents or 21.9 percent of respondents' education level were bachelor degree. While, 6 respondents or 18.8 percent of respondent's education level were at Sijil Pelajaran Malaysia (SPM) level.

#### 4.2.5 Service Type

Service Type	Frequency	Percent
Permanent	25	78.1
Contract	7	21.9
<b>Total</b>	<b>32</b>	<b>100.0</b>

**Table 4.5: Distribution of respondent based on service type**



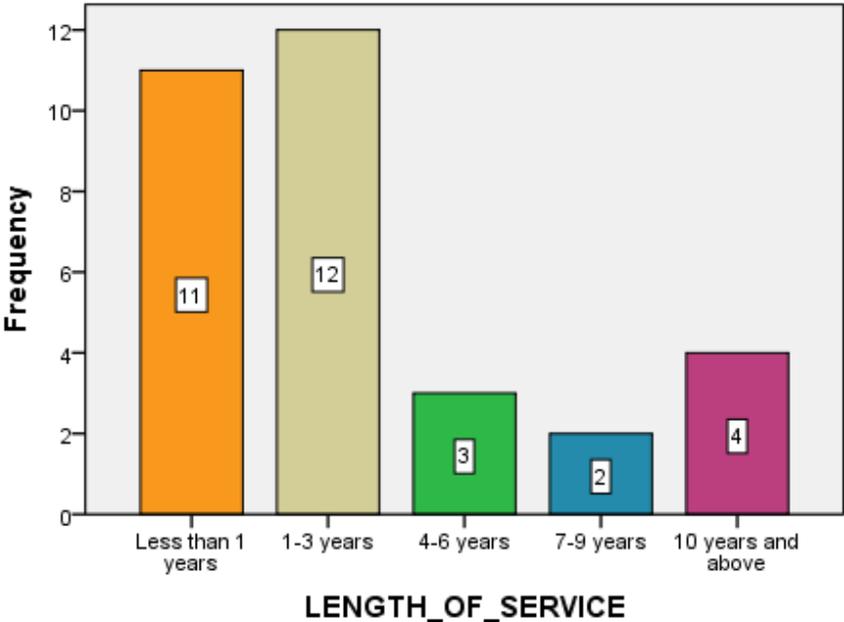
**Figure 4.5: Bar chart of respondent based on service type**

Table 4.5 and figure 4.5 shows the frequencies and bar chart of the respondents' service type which consist of two variables which are permanent and contract. Based on the table 4.5 and figure 4.5, most of the respondent's service type were permanent, which 25 respondents or 78.1 percent of respondents. While, others 7 respondents or 21.9 percent respondents' service type were contract.

**4.2.6 Length of Service**

<b>Length of Service</b>	<b>Frequency</b>	<b>Percent</b>
<b>Less than 1 years</b>	<b>11</b>	<b>34.4</b>
<b>1-3 years</b>	<b>12</b>	<b>37.5</b>
<b>4-6 years</b>	<b>3</b>	<b>9.4</b>
<b>7-9 years</b>	<b>2</b>	<b>6.3</b>
<b>10 years and above</b>	<b>4</b>	<b>12.5</b>
<b>Total</b>	<b>32</b>	<b>100.0</b>

**Table 4.6: Distribution of respondent based on length of service**



#### **Figure 4.6: Bar chart of respondent based length of service**

Table 4.6 and figure 4.6 shows the frequencies and bar chart of the respondents' length of service which consist of 5 variables which were less than 1 years, 1-3 years, 4-6 years, 7-9 years, and 10 years and above. Based on table 4.6 and the bar chart shown above, majority of the respondents' length of service are 1-3 years which is 37.5 percent or the number of 12 respondents, next, followed by less than 1 years which consist of 11 respondents or 34.4 percent of respondents. On the other hand, there are the number of 4 respondents or 12.5 percent of respondents with length of service that were 10 years and above, while 3 respondents or 9.4 percent of respondents' length of service are 4-6 years, and finally, only 2 respondents or 6.3 percent of respondents with 7-9 years length of service.

### **Section B : Job Satisfaction Survey**

#### **4.2.7 Job Satisfaction**

**JS1** = Generally speaking, I am very satisfied with my job.

**JS2** = Most of the things I do on this job is useful and important.

**JS3** = The work I do on this job is very meaningful to me.

**JS4** = I feel a very high degree of personal responsibility for the work I do on this job.

**JS5** = I feel a great sense of personal satisfaction when I do my job well.

**JS6** = I feel a sense of achievement in my career.

**JS7** = I feel satisfied and happy when I discover that I have performed well on this job.

**JS8** = Attachment towards my existing job.

Statement	Mean	Standard Deviation	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
			N	%	N	%	N	%	N	%	N	%
JS1	3.78	0.751	0	0	1	3.1	10	31.3	16	50	5	15.6
JS2	4.00	0.718	0	0	0	0	8	25	16	50	8	25
JS3	3.75	0.762	0	0	1	3.1	11	34.4	15	46.9	5	15.6
JS4	3.78	0.706	0	0	0	0	12	37.5	15	46.9	5	15.6
JS5	4.00	0.803	0	0	0	0	10	31.3	12	37.5	10	31.3
JS6	3.81	0.738	0	0	0	0	12	37.5	14	43.8	6	18.8
JS7	4.09	0.734	0	0	0	0	7	21.9	15	46.9	10	31.3
JS8	3.84	0.628	0	0	0	0	9	28.1	19	59.4	4	12.5

**Total respondent = 32**      *N* = Frequency      % = Percentage

**Table 4.7 Frequencies and Percentage of the Respondents toward Job Satisfaction**

N	Valid	32
	Missing	0
	Mean	3.88
	Std. Deviation	0.562

**Table 4.8 : Overall Mean and Standard Deviation for Job Satisfaction**

Table 4.7 was used to tabulate the result of respondents' perception toward job satisfaction. The mean for JS1 was 3.78 and standard deviation was 0.751. The table shows that most of the respondents (16 respondents or 50%) were Agree with JS1 statement of job satisfaction. There was 10 respondents (31.3%) were neutral to JS1, and 5 respondent (15%) were strongly agreed with JS1. However, there was 1 respondents disagree with JS1 statement, and there was none of the respondent strongly disagreed.

In JS2, the mean for this statement was 4 and 0.718 for standard deviation. There were 16 respondents (50%) agreed with this statement while 8 respondents (25%) were strongly agreed and neutral with this statement. Meanwhile, JS3 had a mean of 3.75 and standard deviation with 0.762. Mostly, 15 respondents or 46.9% were agreed with JS3 and then followed by 11 respondents or 34.4% were neutral with the statement, while, 5 respondents or 15.6 were strongly agree. However, there was a single respondent disagree with the statement. In JS4, the mean was 3.78 and standard deviation with 0.706. 15 respondents (46.9%) were agreed with JS4 and then followed by 12 respondents (37.5%) were neutral with the statement, while, 5 respondents (15.6%) were strongly agree. Moreover, JS5 had a mean of 4 and standard deviation with 0.803. The most respondents (46.9%) were agreed with JS5 which is 12 respondent, next, followed by 10 respondents (31.3%) each were neutral and strongly agreed with the statement.

JS6 had a mean of 3.81 and standard deviation with 0.738. Mostly, 14 respondents or 43.8% were agreed with JS6, and 12 respondents or 37.5% were neutral with the statement, while, 6 respondents (18.8%) were strongly agree. On the oJS7 had a mean of 4.09 and standard deviation with 0.734. 15 respondents or (46.9%) were agreed with JS7 and then followed by 10 respondents (31.3%) were strongly agreed with the statement, while, 7 respondents (21.9%) were neutral. Furthermore, JS8 had a mean of 3.84 and standard deviation with 0.628. Mostly, 19 respondents (59.4%) were agreed with JS8, next, followed by 9 respondents (28.1%) were neutral with the statement, while, 4 respondents (12.5%) were strongly agree.

In conclusion, most of the respondents were Agreed with the statement on Job satisfaction, secondly were neutral, and the third highest score was strongly agree. There were only 2 respondents were disagreed with the statement JS1 and JS3, but none of the respondent disagreed on the statement JS2, JS4, JS5, JS6, JS7, and JS8. Overall, none of the respondents strongly

disagreed with all statement which is JS1, JS2, JS3, JS4, JS5, JS6, JS7, and JS8. According to table 4.8, there was no any missing value appeared in this section and with 32 valid data, the overall mean for job satisfaction was 3.88 with the standard deviation 0.562. This result shows that the job satisfaction are on the moderate level.

## **Section C : Career Development**

### **4.2.8 Career Development**

**CD1** = A formal process to attain career development is important to me.

**CD2** = Career development is important to me.

**CD3** = I understand the need for continuous career development.

**CD4** = I satisfied with the available career advancement opportunities.

**CD5** = I can predict how my career path will be in the future.

**CD6** = I am able to analyse and assess my potential to determine my career option.

**CD7** = I am satisfied with the opportunities to apply my expertise and talents.

**CD8** = I am satisfied with the investment the organization makes on education and training.

**CD9** = I understand what is my own role in career development

**CD10** = The leader in my organization strongly supports career development of staff

**CD11** = I am satisfied with my opportunity for professional development.

**CD12** = The organization is dedicated to my professional development.

**CD13** = I am satisfied with the job-related training the organization has to offer.

**CD14** = There is an effective induction process in place that orients new staff to their role and the expectations of the organization.

**CD15** = Having an accurate view of my strengths, weaknesses and career direction helps me to have realistic expectations for career outcomes.

**CD16** = My awareness of career alternatives has helped to clarify my career goals and means for achieving them.

**CD17** = I am satisfied with my chances for promotion.

**CD18** = I know my career interests and how to apply these to my job.

Statement	Mean	Standard Deviation	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
			<i>N</i>	%	<i>N</i>	%	<i>N</i>	%	<i>N</i>	%	<i>N</i>	%
CD1	4.13	0.707	0	0	0	0	6	18.8	16	50	10	31.3
CD2	4.31	0.644	0	0	0	0	3	9.4	16	50	13	40.6
CD3	4.13	0.751	0	0	0	0	7	21.9	14	43.8	11	34.4
CD4	4.13	0.793	0	0	0	0	5	15.6	12	37.5	12	37.5
CD5	3.75	0.718	0	0	0	0	13	40.6	14	43.8	5	15.6
CD6	3.84	0.677	0	0	0	0	10	31.3	17	53.1	5	15.6
CD7	3.94	0.669	0	0	0	0	8	25	18	56.3	6	18.8
CD8	3.94	0.564	0	0	0	0	6	18.8	22	68.8	4	12.5
CD9	3.94	0.619	0	0	0	0	7	21.9	20	62.5	5	15.6
CD10	4.00	0.718	0	0	0	0	8	25	16	50	8	25
CD11	3.84	0.677	0	0	0	0	10	31.3	17	53.1	5	15.6
CD12	3.88	0.707	0	0	0	0	10	31.3	16	50	6	18.8
CD13	3.78	0.792	0	0	1	3.1	11	34.4	14	43.8	6	18.8
CD14	3.78	0.659	0	0	0	0	11	34.3	17	53.1	4	12.5
CD15	4.13	0.707	0	0	0	0	6	18.8	16	50	10	31.3

CD16	3.97	0.647	0	0	0	0	7	21.9	19	59.4	6	18.8
CD17	3.97	0.740	0	0	0	0	9	28.1	15	46.9	8	25
CD18	9.97	0.695	0	0	0	0	8	25	17	53.1	7	21.9
<b>Total respondent = 32</b>			<b>N= Frequency</b>				<b>% = Percentage</b>					

**Table 4.9 Frequencies and Percentage of the Respondents toward Career Development**

N	Valid	32
	Missing	0
	Mean	3.98
	Std. Deviation	0.546

**Table 4.10 : Overall Mean and Standard Deviation for Career Development**

Table 4.7 was used to tabulate the result of respondents' perception toward career development. CD1 had a mean of 4.13 and standard deviation with 0.707. Mostly, 16 respondents (50%) were agreed with CD1, next, followed by 10 respondents (31.3%) were strongly agreed, while, 6 respondents (18.8%) were neutral with the statement. Secondly, CD2 had a mean of 4.31 and standard deviation with 0.644. 16 respondents (50%) were agreed with CD2, and 13 respondents (40.6%) were strongly agreed, while, 3 respondents (9.4%) were neutral with the statement. In CD3, the mean was 4.13 and standard deviation with 0.751. Majority 14 respondents (43.8%) were agreed with CD3, next, followed by 11 respondents (34.4%) were strongly agreed. However 7 respondents (21.9%) were neutral with the statement. In CD4, the mean was 4.13 and standard deviation with 0.793. 12 respondents (37.5%) each were fairly in both agreed and strongly agreed with CD4. Meanwhile, 8 respondents (25%) were neutral with the statement.

In CD5, the mean was 3.75 and the standard deviation was 0.718. Majority of 14 respondents (43.8%) were agreed with CD5 while 13 respondents (40.6%) were neutral. Next, 5 respondents (15.6%) were strongly agreed with the statement. Meanwhile, CD6 had a mean of 3.84 and standard deviation with 0.677. The respondents were mostly agreed with CD5 which consist of 17 respondents (53.1%) while 10 respondents (31.3%) were neutral, and followed by 5 respondents (15.6%) that were strongly agreed with the statement. Next, CD7 had a mean of 3.94 and standard deviation with 0.669. Majority of 18 respondents (56.3%) were agreed with CD7, and secondly, 8 respondents (25%) were neutral. However, 6 respondents (18.8%) were strongly agreed with the statement. In CD8, the mean was 3.94 and standard deviation with 0.564. In CD8, 22 respondents (68.8%) were agreed, while 6 respondents (18.8%) were neutral, and 4 respondents (12.5%) were strongly agreed with the statement. Moreover, CD9 had a mean of 3.94 and standard deviation with 0.619. The respondents were mostly agreed with CD5 which consist of 20 respondents (62.5%), next followed by 7 respondents (21.9%) were neutral. Meanwhile, 5 respondents (15.6%) were strongly agreed with the statement.

In CD10, the mean was 4.00 and the standard deviation was 0.718. Majority of 16 respondents (50%) were agreed with CD10 while 8 respondents (25%) were neutral and another 8 respondents (25%) were strongly agreed with the statement. In CD11, the mean was 3.84 and standard deviation with 0.677. The respondents were mostly agreed with CD11 which consist of 17 respondents (53.1%), next followed by 10 respondents (31.3%) were neutral. Meanwhile, 5 respondents (15.6%) were strongly agreed with the statement. Statement CD12 had a mean of 3.88 and standard deviation with 0.707. Majority of 16 respondents (50%) were agreed with CD12 while 10 respondents (31.3%) were neutral and another 6 respondents (18.8%) were strongly agreed with the statement. In CD13, the mean was 3.78 and standard deviation with 0.792. Mostly, 14 respondents (43.8%) were agreed with CD13 while 11 respondents (34.4%) were neutral and another 6 respondents (18.8%) were strongly agreed with the statement. However, there was a single respondent (3.1%) disagreed with the statement. In CD14, the mean was 3.78 and standard deviation with 0.659. The respondents were mostly agreed with CD14 which consist of 17 respondents (53.1%), next followed by 11 respondents (34.4%) were neutral. Meanwhile, 4 respondents (12.5%) were strongly agreed with the statement.

CD15 had a mean of 4.13 and standard deviation with 0.707. Majority 16 respondents (50%) were agreed with CD15, next, followed by 10 respondents (31.3%) were strongly agreed. However 6 respondents (18.8%) were neutral with the statement. Furthermore, CD16 had a mean of 3.97 and standard deviation with 0.647. In CD16, 19 respondents (59.4%) were agreed, while 7 respondents (21.9%) were neutral, and 6 respondents (18.8%) were strongly agreed with the statement. The statement CD17 had a mean of 3.97 and standard deviation with 0.740. 15 respondents (46.9%) were agreed with the statement, while 9 respondents (28.1%) were neutral, and 8 respondents (25%) were strongly agreed with the statement. Lastly, CD18 had a mean of 3.97 and standard deviation with 0.695. Mostly, 17 respondents (53.1%) were agreed with CD18, while 8 respondents (25%) were neutral and another 7 respondents (21.9%) were strongly agreed with the statement.

In the conclusion, most of the respondents were agreed with the statement on Career development. The second highest frequency were Neutral and thirdly were strongly agreed. However, there were only 1 respondents were disagreed with the statement CD13, and overall, none of the respondent strongly disagreed on the all statement of career development. According to table 4.10, there was no any missing value appeared in this section and with 32 valid data, the overall mean for career development was 3.98 with the standard deviation 0.546. This result shows that the perception on career development and the initiative on career development opportunities are on the moderate level.

### 4.3 Inferential Statistic

**Ha1** : There is a significant relationship between career development and job satisfaction.

<b>Correlations</b>			
		<b>Mean Job Satisfaction</b>	<b>Mean Career Development</b>
<b>Mean Job Satisfaction</b>	<b>Pearson Correlation</b>	1	.724**
	<b>Sig. (2-tailed)</b>		.000
	<b>N</b>	32	32
<b>Mean Career Development</b>	<b>Pearson Correlation</b>	.724**	1
	<b>Sig. (2-tailed)</b>	.000	
	<b>N</b>	32	32

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 4.11 : Correlation between Career Development and Job Satisfaction**

Pearson correlation was used to determine the relationship between career development and employees' job satisfaction. Referring to the table 4.11, the finding shows that career development and job satisfaction has a significant relationship. The

significance value of the result was 0.000 which was smaller than the alpha value (0.05), ( $p < 0.05$ ). Thus, it could be concluded that there was a significant relationship between career development and employees' job satisfaction. Therefore, the research objective  $H_{A1}$ : There is a significant relationship between Job satisfaction and career development was accepted as the P value is 0.000 which less than 0.05. The result was indicated that there is a strong positive relationship between career development and job satisfaction ( $r_p = 0.724$ , p-value 0.000). According to Miller (1991), the correlation between independent variable and dependent variable consider has a strong relationship if its value of coefficient (r value) is on the range of 0.61 to 0.81. This finding is similar to the research done by Andronicus (2020) in the past studied, where, the result shows that “Career development had a positive and significant effect on job satisfaction”. It also in accordance to Hakim (2020) which stated that there was a significant relationship between career development and job satisfaction.

#### **4.4 Chapter summary**

This chapter was discussed on the finding that were analyzed using SPSS version 22 in the session of descriptive statistic and inferential statistic. In the descriptive statistic, chart was included to show the respondent demographic data and the responses of the respondents on job satisfaction and career development was also discussed, in which shown that both variables are on the moderate level. In inferential statistic, the data was analyzed and the correlation between career development and job satisfaction was discussed. In this study, the finding shows that there was a relationship between independent variable and dependent variable.

## **CHAPTER FIVE**

### **5.0 CONCLUSION, IMPLICATIONS AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter consist of five session. Firstly, research summary, where the chapters in this study be summarized in overall. Secondly, the discussion on research findings. Thirdly, this chapter highlighted on the implications of the study and forth, this chapter discussed on the recommendations to the organization, future researchers, and practitioner. Last but not least, this chapter came up with the general conclusion.

## **5.2 Research summary**

This study was aimed to investigate the relationship between career development and job satisfaction. This study was conducted in the electronic company branch located in Kuching and Miri.

In chapter 1, the background of this study was discussed and the problem statement was identified. The research objective, research hypothesis, and research question was discussed, and next the conceptual framework was construct based on research objective which adapted from Andronicus (2020). The definition of term was defined in the context of this study. Meanwhile, the significance of the study, and limitation of study also highlighted in this chapter.

Chapter 2 was discussed on the context for the topic which includes job satisfaction, and career development. Besides, theories that related to the topic and past research regarding to this study was discussed in chapter 2 as well. In order to complete these two chapters, the researcher had reviewed extensive journal articles and books.

Chapter 3 explained about the research methodology that was used in collecting and analyzing the data for this study. This chapter discussed on the research design, location, population and sample, research instrument, data collection method, reliability and validity, pilot test, and data analysis procedure. This research was carried out at 2 similar electronic company branch that are located in Sarawak, which are Kuching and Miri. There were 32 respondents participated in this study. Cross-sectional survey was used in which data are collected through the distribution of questionnaires using google form. All of the total 32 responses on questionnaires are usable and none of them are damaged. Besides, pilot test was conducted by distributing ten sets of questionnaires to one of the company branch before conducting the real study to determine the reliability of the questionnaires. After the pilot test, 32 employees were randomly selected to fill in the questionnaire and the data was analyzed using Statistical Package for the Social Science (SPSS) version 22.

Chapter 4 presented the research findings and discussions of this study. The findings were presented according to the hypothesis of the study. Demographic characteristic such as gender, age, marital status, education level, service type and length of service were analyzed by using descriptive statistic. This chapter also presented that the job satisfaction and career development were on the moderate level, in which, most of the respondents responses in a range of neutral to strongly agreed toward the statements. On the other hand, inferential statistic such as Pearson Correlation Coefficient was used to test the hypotheses in the study. This study showed that there was a significant difference between career development and job satisfaction. In addition, the finding revealed that career development has a strong relationship with job satisfaction.

### **5.3 Discussion of Research Findings**

In this study, the demographic data was measured in section A which consist of 6 items including gender, age, marital status, education level, service type and length of service. Meanwhile, in the session B, 8 items had been constructed to measure the employees' job satisfaction, while in session C, 18 items had been constructed to measure the career development. After the total of 32 useable questionnaire collected, the data was screened and analyzed using Statistical Package for Social Sciences, SPSS.

Based on the findings on the respondent's demographic characteristic, there are 20 or (62.5%) of the respondents are female and 12 or (37.5%) of the respondents are male. Next, 23 or (71.9%) of the respondents are less than 30 years old and 6 or (18.8%) of the respondents are between 31-40 years old. While, 1 or 3.1% of the respondent is between 41-50 years old ,and 2 or 6.3% of respondents are above 50 years old. Most of the respondents were single which consist of 19 respondents or (59.4%) and 12 or (37.5%) of the respondents are married. While 1 respondent or 3.1% is widow/widower. Furthermore, 6 or (18.8%) of the respondents' education level are SPM, and 19 or (59.4%) of the respondents are at pre-U/STPM/diploma level. While 7 person or 21.9% of respondents' education level are bachelor degree. Moreover, there are 25 or (78.1%) of the respondents' service type are permanent and 7 or (21.9%) of the respondents' service type

are contract. Lastly, there are 11 or (34.3%) of the respondents' length of service are less than 1 years and 12 or (37.5%) of the respondents' length of service are 1-3 years. While, 3 or (9.4%) are 4-5years, next 2 or 6.3% are 7-9 years and 4 respondent or 12.5% are working for 10 years and above.

*HA<sub>1</sub>: There is a significant relationship between career development and job satisfaction.*

The finding on the correlation between career development and job satisfaction was indicated that there is a significant relationship and has a strong positive relationship between career development and job satisfaction where. The significance value of the result was smaller than the alpha value (0.05), ( $p < 0.05$ ). Therefore, the research hypothesis alternative one was accepted as the P value is 0.000 which less than 0.05. Hence, this study indicated that there is a significant relationship between career development and job satisfaction. The result of this finding in accordance to the similar past study that has been reviewed in chapter two (literature review), which, Hakim (2020) stated that there was a significant relationship between career development and job satisfaction. The finding also supported by (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. The result also support the statement made by Andronicus (2020) and Putra et al. (2017), indicated that career development and job satisfaction had a positive and significance relationship. Furthermore, this study also agreed to Said et al. (2017), there was an important relationship between career development and job satisfaction. According to Hakim (2020), job satisfaction has a main role in the strategies to achieve the organization goals and employees' job satisfaction able to acquire by providing career development to the employee. On the other hand, this finding also consistent with the Maslow's theory of need, where self-development actualization pointed out as the need for personal development. This shows that career development play an important role in employees' self-development actualization that enable employees to fulfil their personal development, thus they will satisfied with their job. The finding in this study indicated that career development and job satisfaction has a strong relationship, thus this study

believe that career development is a need in an effort to improve job satisfaction. Referring to Mondy (2005), career development is the process of preparing an individual for a specific career path. The individual will offer meaning, opinions, responses, and a conclusion to his professional development in order to meet his career needs. Career development is essential where it increase organization's productivity, employee's behaviour towards work improves and greater employee's job satisfaction (Rivai, 2008).

#### **5.4 Implication of Study**

The implication of this study are including in context of theoretical, empirical, practical and policy. Firstly, this study has revealed the relationship between independent variable and dependent variable, where career development had influential on employees' job satisfaction. The finding reveal that career development has a strong relationship with employees' job satisfaction. It is able to be a prove which could be added to the literature. Moreover, this research paper shows on how the organizations able to retain their highly skilled employees through the talent management practice by looking into their employee's career development and job satisfaction, in which, it explained the important of career development in employees' job satisfaction, thus organization can planning on their strategies on career development to increase employees' job satisfaction in order to minimizing the issues on employees turnover rate. On the other hand, this study also help the practitioner or policy maker to understand the positive influences of career development that contribute to employee satisfaction. Referring to Hakim (2020), greater career development initiative will enhance employee's job satisfaction and high job satisfaction consider a result of a great organization management and successful management behaviour. It means that the organization must be able to pay attention to the demands of employees in order to fulfil organization's objectives. Therefore, the practitioner or policy maker must understand the employee's need in career development on job satisfaction, as they play an important roles in such effort to achieve company's goals.

## **5.5 Recommendation**

This session highlighted on the recommendations to the organization, future researcher, and Human Resource Practitioner.

### **5.5.1 Recommendation to Organization**

The finding of the study could recommend the organization to provide more career development that contribute to employees' job satisfaction. Additionally, organization should continually conduct and investing on career development initiative or programs to maintain and enhance employees' job skills and abilities, which will result to high organizational performance and as well as improve employee retention.

### **5.5.2 Recommendation to Future Researcher**

This study could be used as reference for the researcher, as provides useful knowledge for the future research, especially in the context of Malaysia. The future research should investigate on others factors that influence employees' job satisfaction to form a better understanding and develop better framework to increase employees' job satisfaction. Future researchers also might be able to constrict the sample to a particular position such as managerial level. On the other hand, the future research might be able to carry out their research with a larger sample size. The future research also recommended to carry out their research in other industry such as hotel industry or agriculture industry. This might provide different findings on employees' job satisfaction and its relationship with career development as it could represent a larger scope for different industries and larger sample size.

### **5.5.3 Recommendation to Practitioners**

Human resource practitioners should explore more information related to this research so that they can come out with a bigger picture of framework to increase employees' job satisfaction through career development.

## **5.6 General Conclusion**

Employee's job satisfaction is an important asset to the organization, in which, it increase employee motivation, improve employee retention, and as well as improve organization productivity (Davidescu, 2020). Thus, organizations should focus on employee job satisfaction and employees' job satisfaction able to acquire by providing career development to the employee.

The objective of this research project is to investigate the relationship between career development and job satisfaction. Theoretically, this research exploring the relationship between career development and job satisfaction in Electronic company branch in Sarawak, and the findings of this study would be added to the literature as well as could help the researchers for the future studies. Empirically, this study has revealed the relationship between the independent variable and dependent variable, where career development had influential on employee's job satisfaction. The finding indicated that career development has a strong relationship with employees' job satisfaction. Practically, this study also would help the policy makers in private sector company which improve their understanding in construct the career development programs in order to enhance employee's job satisfaction.

Generally, this study has confirm that there is a significant correlation between career development and job satisfaction. Career development is essential where it increase organization's productivity, employee's behaviour towards work improves and greater employee's job satisfaction (Rivai, 2008).

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**APPENDIX A**



**UNIVERSITI MALAYSIA SARAWAK**

**FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT**

**94300, KOTA SAMARAHAN, SARAWAK**

**QUESTIONNAIRE**

**RESEARCH TITLE:**

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

**BY :**

**SUFFIANA SHURA ANAK SAGING**

**2021**

**PART A : DEMOGRAPHIC BACKGROUND/ LATAR BELAKANG**

This section is intended to obtain your personal background detail and all the answer will be kept strictly confidential. Please answer all the questions below and (√) in the box provided.

*Bahagian ini bertujuan untuk mendapatkan matlumat tentang peribadi anda dan semua jawapan akan dirahsiakan. Sila jawab semua soalan di bawah dan (√) pada kotak yang disediakan.*

<b>Gender/ Jantina :</b>	<b>Age/ Umur :</b>
<input type="checkbox"/> Male/ <i>Lelaki</i> <input type="checkbox"/> Female/ <i>Perempuan</i>	<input type="checkbox"/> Less than 30 years old/ <i>Kurang dari 30 tahun</i> <input type="checkbox"/> 31-40 years old/ <i>31-40 tahun</i> <input type="checkbox"/> 41-50 years old/ <i>41-50 tahun</i> <input type="checkbox"/> Above 50 years old/ <i>Lebih dari 50 tahun</i>
<b>Service Type/ Jenis perkhidmatan :</b>	<b>Length of Service/ Tempoh Berkhidmat :</b>
<input type="checkbox"/> Permanent/ <i>Tetap</i> <input type="checkbox"/> Contract/ <i>Kontrak</i>	
<b>Marital Status / Status Perkahwinan :</b>	<input type="checkbox"/> Less than 1 years / <i>Kurang daripada 1 tahun</i> <input type="checkbox"/> 1-3 years / <i>1-3 tahun</i> <input type="checkbox"/> 4-6 years / <i>4-6 tahun</i> <input type="checkbox"/> 7-9 years / <i>7-9 tahun</i> <input type="checkbox"/> 10 years and above / <i>10 tahun dan ke atas</i>
<input type="checkbox"/> Single/ <i>Bujang</i> <input type="checkbox"/> Married/ <i>Berkahwin</i> <input type="checkbox"/> Divorced/ <i>Bercerai</i> <input type="checkbox"/> Widow or Widower/ <i>Balu atau Duda</i>	
<b>Education Level/ Tahap Pendidikan :</b>	
<input type="checkbox"/> Malaysian Certificate of Education / <i>Sijil Pelajaran Malaysia (SPM)</i> <input type="checkbox"/> Pre-University / <i>STPM / Diploma</i> <input type="checkbox"/> Bachelor's Degree / <i>Ijazah Sarjana Muda</i> <input type="checkbox"/> Master's Degree / <i>Ijazah Sarjana/Phd</i>	

## PART B : JOB SATISFACTION/ *KEPUASAN TERHADAP PEKERJAAN*

This section is to access your perception on the overall Job Satisfaction. Please (√) in the provided box that describe your satisfaction level based on the following scale ;

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>

*Bahagian ini adalah untuk menilai persepsi anda mengenai kepuasan terhadap pekerjaan anda. Sila tanda (√) pada kotak yang disediakan berdasarkan tahap kepuasan anda dengan setiap pernyataan menggunakan Skala berikut ;*

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Sangat Tidak setuju</b>	<b>Tidak setuju</b>	<b>Neutral</b>	<b>Setuju</b>	<b>Sangat setuju</b>

No.	Statement	1	2	3	4	5
1.	Generally speaking, I am very satisfied with my job.					
2.	Most of the things I do on this job is useful and important.					
3.	The work I do on this job is very meaningful to me.					
4.	I feel a very high degree of personal responsibility for the work I do on this job.					
5.	I feel a great sense of personal satisfaction when I do my job well.					
6.	I feel a sense of achievement in my career.					
7.	I feel satisfied and happy when I discover that I have performed well on this job.					
8.	Attachment towards my existing job					

### PART C : CAREER DEVELOPMENT/ PEMBANGUNAN KERJAYA

This section is to assess your perception on your Career Development. Please (√) in the provided box that describe your satisfaction level based on the following scale ;

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>

*Bahagian ini adalah untuk menilai persepsi anda mengenai pembangunan kerjaya anda. Sila tanda (√) pada kotak yang disediakan berdasarkan tahap kepuasan anda dengan setiap pernyataan menggunakan Skala berikut ;*

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<i><b>Sangat Tidak setuju</b></i>	<i><b>Tidak setuju</b></i>	<b>Neutral</b>	<i><b>Setuju</b></i>	<i><b>Sangat setuju</b></i>

No.	Statement	1	2	3	4	5
1.	A formal process to attain career development is important to me.					
2.	Career development is important to me.					
3.	I understand the need for continuous career development.					
4.	I satisfied with the available career advancement opportunities.					
5.	I can predict how my career path will be in the future.					
6.	I am able to analyse and assess my potential to determine my career option.					
7.	I am satisfied with the opportunities to apply my expertise and talents.					
8.	I am satisfied with the investment the organization makes on education and training.					
9.	I understand what is my own role in career development					
10.	The leader in my organisation strongly supports career development of staff					

11.	I am satisfied with my opportunity for professional development.					
12.	The organization is dedicated to my professional development.					
13.	I am satisfied with the job-related training the organization has to offer.					
14.	There is an effective induction process in place that orients new staff to their role and the expectations of the organisation.					
15.	Having an accurate view of my strengths, weaknesses and career direction helps me to have realistic expectations for career outcomes.					
16.	My awareness of career alternatives has helped to clarify my career goals and means for achieving them.					
17.	I am satisfied with my chances for promotion.					
18.	I know my career interests and how to apply these to my job.					

**THANK YOU FOR YOUR TIME & KIND COOPERATION.**

## APPENDIX B

**Fakulti Sains Kognitif dan Pembangunan Manusia**  
*Faculty of Cognitive Sciences and Human Development*



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Tuan/Puan,

### **Pemohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir**

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Suffiana Shura anak Saging (67830)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

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Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

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Sekian,

Yang benar,

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