

**THE RELATIONSHIP BETWEEN INDIVIDUAL FACTORS AND  
ORGANISATIONAL SUPPORT WITH CAREER DEVELOPMENT  
AT UMLAND BERHAD**

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*To my mom who left all the good things in me  
and to my son who brings out all the best in me*

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## ABSTRACT

Today's employment scenario presents changes in people's career attitudes and experiences. Employees now prefer to work independently and be in control of their own career choice. Employers face competition and challenges to keep up with employees demand in providing them foreseeable career path, training and development. In this study, the researcher intends to identify the relationship between career planning and training and development in the organization with career development, and also to examine the relationship between self-efficacy and career autonomy with career development in UMLand Berhad. A total of 122 employees from two subsidiaries of UMLand in Johor were included in this parameter of study. The respondents were working across a wide spectrum of jobs which ranged from managerial functions to variety of sales and project oriented duties. Sampling method used was total population survey method. Sources of data for this research are gathered from primary data through questionnaires and secondary data through library research facilitates fabrication and company documents. Data was analysed using the SPSS 16.0 software and by using the inferential method (Spearman Correlation) to answer the objectives of this study. Spearman correlation analysis shows that career planning and training development factors are not significantly related to career development while self efficacy and career autonomy factors are significantly related to career development in UMLand Berhad. In other words, research findings show that there is no relationship between career planning and training and development with career development at UMLand. However, the findings show there is relationship between self-efficacy and career autonomy with career development at UMLand.

## ABSTRAK

Senario pekerjaan pada hari ini menyaksikan perubahan dalam sikap kerja dan pengalaman kerja. Pekerja kini lebih gemar bekerja secara berdikari dan berupaya mengawal sendiri pilihan mereka dalam kerjaya. Majikan kini menghadapi persaingan dan cabaran untuk memenuhi tuntutan pekerja dalam menyediakan pembangunan kerjaya serta latihan dan pembangunan. Kajian ini bertujuan untuk mengenalpasti hubungan antara perancangan kerjaya dan latihan dan pembangunan dalam organisasi dengan pembangunan kerjaya, serta meneliti hubungan antara kemandirian diri dan autonomi kerjaya dengan pembangunan kerjaya di UMLand Berhad. Seramai 122 pekerja daripada dua anak syarikat Umland di Johor terlibat dalam parameter kajian ini. Responden bekerja di pelbagai spektrum tugas, dari pengurusan ke tugas jualan dan tugas projek. Kaedah persampelan yang digunakan adalah kaedah tinjauan populasi keseluruhan. Sumber data untuk kajian ini dikumpulkan dari data primer melalui soal selidik dan data sekunder melalui penyelidikan perpustakaan dan dokumen-dokumen syarikat. Data dianalisa menggunakan perisian SPSS 16.0 dan dengan menggunakan kaedah inferensi (Korelasi Spearman) untuk menjawab objektif kajian ini. Analisis korelasi Spearman menunjukkan bahawa faktor perancangan kerjaya dan latihan tidak mempunyai hubungan yang signifikan dengan pembangunan kerjaya berbanding faktor kepercayaan sendiri dan autonomi kerjaya yang secara signifikan mempunyai kaitan dengan pembangunan kerjaya di UMLand Berhad. Dengan erti kata lain, hasil kajian menunjukkan bahawa tidak ada hubungan antara perancangan kerjaya dan latihan dengan pembangunan kerjaya di UMLand. Walaubagaimanapun, hasil kajian menunjukkan bahawa terdapat hubungan antara kepercayaan sendiri dan autonomi kerjaya dengan pembangunan kerjaya di UMLand.

## TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	v
	ACKNOWLEDGEMENT	vi
	ABSTRACT	vii
	ABSTRAK	viii
	TABLE OF CONTENTS	ix
	LIST OF TABLES	xiii
	LIST OF FIGURES	xv
	LIST OF ABBEREVIATION	xvi
	LIST OF APPENDICES	xvii
<b>1</b>	<b>PREFACE</b>	
1.1	Introduction	1
1.2	Background of Case Study	4
1.3	Problem Statement	5
1.4	Research Questions	7
1.5	Purpose of Study	7
1.6	Objectives of the Study	8
1.7	Importance of the Study	8
	1.7.1 To the Academic World	9
	1.7.2 To UMLand	9
1.8	Scope of the Study	9
1.9	Limitation of the Study	10
1.10	Conceptual Definitions and Operational Definitions	11
	1.10.1 Career Development	11
	1.10.2 Career Planning	12
	1.10.3 Training and Development	13

1.10.4	Self-Efficacy	15
1.10.5	Career Autonomy	16
1.11	Summary	17
<b>2</b>	<b>LITERATURE REVIEW</b>	
2.1	Introduction	18
2.2	The Concept of Career Development	18
2.2.1	The Concept of Career Planning	20
2.2.2	The Concept of Training and Development	21
2.2.3	The Concept of Self-Efficacy	22
2.2.4	The Concept of Career Autonomy	23
2.3	Career Development Theories	23
2.4	Career Development Models	25
2.2.1	Protean Career Model	25
2.2.2	Career Management and Career Planning Model	27
2.2.3	HR Practices and Career Development Model	28
2.2.4	The Integrated Model of Career Success Predictors	30
2.5	Research Framework	31
2.6	Previous Research	32
2.7	Summary	35
<b>3</b>	<b>METHODOLOGY</b>	
3.1	Introduction	37
3.2	Research Design	37
3.3	Population Survey Method	40
3.4	Data Collection	41
3.5	Questionnaire Structure	41
3.6	Pilot Study	43
3.7	Response Rate	44
3.8	Reliability	45
3.8.1	Reliability Test for Career Planning	45
3.8.2	Reliability Test for Training and Development	46

3.8.3	Reliability Test for Self-Efficacy	46
3.8.4	Reliability Test for Career Autonomy	47
3.8.5	Reliability Test for Career Development	47
3.8.6	Summary for Reliability Test	48
3.9	Factor Analysis	49
3.9.1	Factor Analysis for Career Planning	52
3.9.2	Factor Analysis for Training and Development	53
3.9.3	Factor Analysis for Self-Efficacy	54
3.9.4	Factor Analysis for Career Autonomy	55
3.9.5	Factor Analysis for Career Development	56
3.10	Data Analysis	57
3.10.1	Spearman Correlation	58
3.11	Summary	59

#### **4 FINDING AND DATA ANALYSIS**

4.1	Introduction	60
4.2	Respondent Profile Analysis	61
4.2.1	Gender	61
4.2.2	Age	62
4.2.3	Education Level	63
4.2.4	Job Position	64
4.2.5	Functional Discipline of Job	66
4.2.6	Years of Experience	68
4.2.7	Years of Service in UMLand	69
4.3	Analysis on the relationship between career planning, training and development, self-efficacy and career autonomy with career development	71
4.3.1	Analysis on the relationship between career planning and career development	71
4.3.2	Analysis on the relationship between training and development and career development	72



4.3.3	Analysis on the relationship between self-efficacy and career development	72
4.3.4	Analysis on the relationship between career autonomy and career development	73
4.5	Summary	74

## **5 CONCLUSION AND RECOMMENDATION**

5.1	Introduction	75
5.2	The relationship between career planning and career development	75
5.3	The relationship between training and development and career development	77
5.4	The relationship between self-efficacy and career development	78
5.5	The relationship between career autonomy and career development	79
5.6	Recommendations to UMLand	80
5.6.1	Career Planning	80
5.6.2	Training and Development	81
5.7	Research Potential for Future Works	82
5.8	Conclusion	83

<b>REFERENCES</b>	84
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<b>APPENDICES</b>	100
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## LIST OF TABLES

TABLE NO.	TITLE	PAGE
2.1	The view from 1976 (Career in Organizations) (Hall, 1976)	26
3.1	Distribution of population size	40
3.2	Pilot test results for internal consistency	44
3.3	Percentage of Respondents	44
3.4	Alpha Cronbach Reliability Value Range	45
3.5	Summary output of reliability test for career planning	46
3.6	Summary output of reliability test for training and development	46
3.7	Summary output of reliability test for self-efficacy	47
3.8	Summary output of reliability test for career autonomy	47
3.9	Summary output of reliability test for career development	48
3.10	Cronbach's Alpha values of the constructs	49
3.11	Summary of Rotated Factor Matrix	50
3.12	Summary output analysis for career planning	53
3.13	Summary output for training and development factor analysis	54
3.14	Summary output factor analysis for self efficacy	54
3.15	Summary output factor analysis for career autonomy	55
3.16	Summary output factor analysis for career development	56
3.17	Tabulation of Analysis Methods based on Objectives of the Study	58
4.1	Tabulation of Respondents' Gender	61
4.2	Tabulation of Respondents' Age	62
4.3	Tabulation of Respondents' Education Level	64
4.4	Tabulation of Respondents' Job Position	65
4.5	Tabulation of Respondents' Functional Discipline of Job	66

4.6	Tabulation of Respondents' Years of Experience	68
4.7	Tabulation of Respondents' Years of Service in UMLand	70
4.8	Correlation between Career Planning and Career Development	71
4.9	Correlation between Training and Development and Career Development	72
4.10	Correlation between Self-Efficacy and Career Development	73
4.11	Correlation between Career Autonomy and Career Development	73

## LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
2.1	Conceptual model of career development	28
2.2	Conceptual model depicting the indirect (through HR practices) associations of culture and career success	30
2.3	Integrated model of career success	31
2.4	Research Framework	32
3.1	Research Design and Follow Steps	40
4.1	Percentage of respondent	67
4.2	Respondents Gender Profile	68
4.3	Respondents Age Profile	69
4.4	Respondents Education Level Profile	70
4.5	Respondents Job Position Profile	72
4.6	Respondents Job Functions Profile	73
4.7	Respondents Years of Experience Profile	75
4.8	Respondents Years of Service Profile	76
4.9	Summary of respondents' demographic profile	77
4.10	Correlation between career planning and career development	80
4.11	Correlation between training and development and career development	81
4.12	Correlation between self-efficacy and career development	81
4.13	Correlation between career autonomy and career development	82

## **LIST OF ABBREVIATION**

### **ABB**

MEF	Malaysian Employers Federation
FMM	Federation of Malaysian Manufacturers
MOHR	Ministry of Human Resource
SAP	Seri Alam Properties Sdn. Bhd.
DVSB	Dynasty View Sdn. Bhd.
HRM	Human Resource Management
IDP	Individual Development Plans
KPI	Key Performance Indicators
CEO	Chief Executive Officer
CLFD	Career-Focused Learning and Development
HR	Human Resources
R&D	Research and Development
MNCs	Multinational Corporations
SCCT	Social Cognitive Career Theory
KMO	Kaise-Meyer-Olkin

**LIST OF APPENDCES**

<b>APPENDIX NO.</b>	<b>TITLE</b>	<b>PAGE</b>
A	Questionnaire	101
B	Analysis Result	108

## **CHAPTER 1**

### **PREFACE**

#### **1.1 Introduction**

Changes in today's globalised business world are unprecedented. Since the last two decades, people's career attitudes and experiences have been significantly impacted by the changes in the economic, technology, Internet era, knowledge and business environment. Both employees and employers are concerned about career development and issues related to many areas including individual demographics, economic issues, career patterns, workplace justice, employer responsibilities, individual responsibilities, education as well as training and development. Researches found that individuals believe that they themselves, through their self-efficacy, must play a role to achieve their career goals. Employees prefer to work independently and be responsible on the outcome of their own work. They believe that organisations should facilitate and support them throughout the endeavours by providing them with adequate training and development programs, as well as help structure their career planning.

In comparison to traditional career development, the current notion of career development is more towards individual career development. Employees now are seeking for promotion, recognition, autonomy, good remuneration, job satisfaction and quality of work life. All these force individuals to self-manage their careers, rather than rely on organisational direction. The objective now is not to only to help

achieve organisational objectives but individual target in their career. As stated by Hall (2004), the traditional “organizational” careers that were externally-oriented, emphasising vertical progression through positions defined by the organisation is now shifting to a protean career model based on “self-direction in the pursuit of psychological success in one’s work” where career continues to develop in accordance with individual goals. In other words, unlike the traditional concept of career development where getting vertical advancement is set as a career goal, today’s concept of career development is not only one aspire to vertically advance in one’s career but other aspects such as due recognition of one’s work as well as satisfaction derived from the jobs are among the factors that can affect individuals’ career planning. Furthermore, in today’s context, employees are actively involved in structuring and planning own career.

At the same time, organisational support is just as important as self-direction particularly in facilitating employees achieve their career goals. As stated by leading multinational corporations like Google (2013), Microsoft (2013), General Electric (2013), ExxonMobil (2013) and Toyota (2013) in their websites, they realize this matter and thus strive to provide optimum choice for its employees to grow with them . They offer a range of opportunities for individuals to become an expert in a particular field or build proficiencies across many areas by providing career planning and management as well as ensuring training and development to staff.

In Malaysia, companies like Petronas (2013), Maxis (2013) and Bank Negara Malaysia (2013) also announced their career development scheme for their employees in their yearbooks and annual reports. The scheme is to ensure that their people grow with them and achieve their career goals. This is in line with Malaysia’s Ministry of Human Resource (MOHR) Strategic Plan 2011 – 2015 in which one of the targets is to develop a highly skilled, competent and competitive human capital (MOHR, 2011). In doing this, MOHR (2011) aims to coordinate and monitor training and development programs provided by the government itself and by employers in the private sectors. Petronas (2013) for example also believes that their achievements today and in the future depend largely on the collective efforts and commitment of their people. Hence, from the time a staff begins their journey with the company, a structured development framework exists to support their growth, comprising various



relevant mindset, capability building and leadership development programmes. In other words, career development is the synthesis between individual desire and ability to progress and organisations support to ensure they achieve their career goals.

Saleh (2012) argued that career development has mutual benefit for both the individual and the organization. He explained that in the changing work environment, organizations survival relies on their human capital and organizations strive to better use and develop talents by investing in career development. The outcomes of this are; improved efficiency, profitability, corporate growth, and maybe even survival. He also mentioned that employees involved in significant career development programs are likely to show increased job satisfaction and company loyalty, which translates into reduced employee turnover and employers are no longer able to guarantee lifelong continuity of employment or upward career progression and adopt development initiatives to retain and motivate staff.

Furthermore, Ball (1998) emphasised on the obvious advantages to the individual which include a greater sense of fulfilment, often, and increased job satisfaction but, in addition, a higher degree of “marketability” both within the organization and the external labour market. He argued that for employee, career planning and development provides insight and direction and constitutes a means for handling ambiguous role requirements and organizational demands, identifying career opportunities and lessening stress in connection with career adjustment. The empowerment opportunities including coaching and training enables the employees to handle the stress and responsibilities while improving their job performance. Selmer (1999) and Jackson Jr. and Sirianni (2009) believed that further development builds confidence on the ability to perform a wide range of tasks and empower the employees through shifting decision-making authority down through the organizational hierarchy. This allows lower level employees the opportunity to gain additional responsibilities in order to perform their jobs more effectively and solve work and customers problems and handling service failures. Through career management, self-satisfaction towards work makes work more meaningful and makes employees feel more orientated towards the future.

These arguments and discussions on the importance of career development could lead to further research. In particular, the researcher is keen to know if an individual self-believe and autonomy can influence their career development and how the organisation can facilitate career development of employees.

## **1.2 Background of Case Study**

Career development is considered as one of the priorities in UMLand (UMLand Annual Report, 2011). The company realizes the importance of human capital and the management responsibility to provide career development opportunities in terms of promotion, knowledge and skills as well as job satisfaction. The two main components of organisational support which are career planning and training and development have been the activities carried out by the company since its establishment.

Listed on the Main Market of Bursa Malaysia, UMLand is an established property developer in Malaysia. With a total employee of 300 people, UMLand operates two development divisions, namely the Township and Niche Divisions. The Group has over 5000 acres of land. The Township Division has three mixed township developments located in high growth areas of Malaysia which is in Seri Alam, Seri Austin and Seri Putra. Seri Alam and Seri Austin are strategically located within Iskandar Malaysia, Johor whilst Bandar Seri Putra is situated in Selangor. The Niche Division has to date completed three residential serviced residences and condominiums – Seri Bukit Ceylon at Jalan Bukit Ceylon, Suasana Sentral Loft at KL Sentral and Suasana Bangsar in the suburb of Bangsar. The Division is now developing Suasana Bukit Ceylon, an exclusive high-rise serviced residences in the enclave of Bukit Ceylon within KL city centre and Somerset Puteri Harbour, a luxurious boutique serviced residences at the Puteri Harbour waterfront in Nusajaya, Iskandar Malaysia. Upcoming development projects include several mixed developments within Iskandar Malaysia and the KL city centre.

In view of fast growing projects in hand, UMLand sees the urgency to recruit and retain talents in all areas including projects, sales and marketing, finance and credit control, corporate communication and customer care, township management as well as human resources and administration. UMLand Group Human Resource also faces the challenge of managing its people through effective human resource management (HRM) through the five main domain areas of staffing, human resource development, compensation and benefits, safety and health, and employee and labour relations. They have to ensure the company takes care of the employees in terms of salary, promotion, benefits and welfare to enable staff to feel a sense of job security, satisfaction and loyalty towards UMLand. The company has invested in career development efforts like management training, succession planning as well as training and development. However, an average of 10% of staff resigned each year to join other companies. This makes finding the right people and retaining talents a challenging task for UMLand.

### **1.3 Problem Statement**

Employees nowadays demand employers to facilitate and support them throughout the endeavours by providing them with adequate training and development programs as well as help structured their career planning. This is supported by a study by Leighbowitz, Farren and Kaye (1986) which found that an organised, formalised, planned effort is needed to career development. Other researches by Hall (2004), Ball (1998), Selmer (1999) and Jackson and Sirianni (2009) found that for many reasons, individuals now believe that they can attain career development wherever they are and do not need to stay at one organisation throughout their own career.

These trends lead employees to become more mobile. In Johor in particular, UMLand is facing the problem of recruiting and retaining talents due to competition from other developers and companies since employees decide to move around to more attractive companies. At the same time, working in Singapore is also a tempting thought to job seekers and job hoppers. Finding the right people and convincing them that UMLand provides better remuneration package and working

environment is not easy especially when companies in Singapore can provide the advantage of higher salary in terms of currency conversion. Local companies also strive to match the package Singapore companies could offer in effort to recruit staff. People now have more choices in terms of job opportunities where they can choose to work with the companies with more attractive package and career development opportunities in Kuala Lumpur or Singapore. In other words, competition in staffing is particularly tough in Johor. This is also discussed and acknowledged by the Malaysian Employers Federation (MEF) and Federation of Malaysian Manufacturers (FMM) Johor (MEF, 2013; FMM, 2013). The topics have been constantly discussed in the members meeting where employers expressed their disappointment in the current recruitment situation. Nevertheless, MEF (2013) and FMM (2013) do provide platforms for discussions and networking in facing this challenge.

As a result of the mobile nature of selecting jobs, employee turnover in UMLand in Johor is 10% on average each year. As reported in the exit interviews conducted with the resigned staff, they claimed that they could not see their career developing with UMLand. They explained that even though they like the working environment in UMLand, the promotion scheme is relatively slow as compared to job offers that come with promotion. The fast promotion offered to them by other companies makes it difficult for them to resist. They also mentioned that training and development was selective in nature and there was no career planning exercise in UMLand and that they had to rely on themselves to ensure they are progressing in their career. Cummings and Worley (2005) emphasized that without the collaborative effort between employer and employee in terms of career planning and organizational practices, career path cannot be established in long run. Mondy and Noe (2005) argued that absence of training and development would mean inability to strengthen the employee competency and empower the career development opportunity. Meanwhile, Super's (1963) theory of "self-concept" stated that an individual with a sense of self-efficacy would know their capability to achieve their career goals.

In light of the current trend, previous studies and UMLand experience, the researcher found that the issue of career development needs to be addressed as there was never a study done at UMLand on this particular issue even though the

significance is acknowledged by UMLand management. Therefore, the researcher would like to study on the relationship between individual factors and organisational support with career development. In particular, the researcher would like to confirm whether self-efficacy and career autonomy of UMLand employees have any effect on their career development, and also if organisation's effort in providing career planning and trainings does affect their employees' career development.

#### **1.4 Research Questions**

1. What is the relationship between career planning and career development?
2. What is the relationship between training and development in the organization and career development?
3. What is the relationship between self-efficacy and career development?
4. What is the relationship between career autonomy and career development?

#### **1.5 Purpose of Study**

The purpose of this study is to understand the factors that correlate with career development in UMLand and in general. Previous studies which will be discussed in detail in Chapter Two show the importance of career development and how individual factors and organisational support relate to career development. Meanwhile, exit interviews from resigned staffs of UMLand highlighted that they do not enjoy career development which is why they are leaving for other companies. They mentioned that there were no career planning and trainings. In light of the current trend, previous studies and UMLand experience, the researcher aims to study the relationship between individual factors and organisational support with career development. In particular, the researcher would like to understand if self-efficacy and career autonomy of UMLand employees have any effect on their career development and if the organisation's effort in providing career planning and trainings affect their employees' career development.

## **1.6 Objectives of the Study**

The study is designed to learn about various aspects of employees' careers especially on organisation support on career development and individual believe in their ability to achieve career goals. Specifically, the objectives of the research are:

1. To identify the relationship between career planning and career development.
2. To identify the relationship between training and development in the organization and career development.
3. To examine the relationship between self-efficacy and career development.
4. To examine the relationship between career autonomy and career development.

## **1.7 Importance of the Study**

The study contributes to current understanding of the career development issues experienced by employees in UMLand. It is hoped to benefit the academic world by giving insights on organisation efforts and individuals factors influencing career development. It could also provide opportunity to the management of UMLand to be aware of current situation at UMLand and thus improve its support system to help individuals achieve their career target.

### **1.7.1 To the Academic World**

This study provides insight of the issues in career development. Previous research have found that self-efficacy and career autonomy influence career development while organisational support plays important role in helping employees achieve their career goals. Therefore, to complement these findings, this study attempts to further analyse the factors and find out if absence of career development efforts by the organisation and lack of self believe and freedom resulted in no career development.

### **1.7.2 To UMLand**

Specifically, it is hoped that the findings are able to benefit UMLand management to understand more about career development and the factors that facilitate their employees' careers. Moreover, through revelations of the findings, improvements can be made especially relating to career development programs and efforts to achieve performance and retention of talents in the company.

## **1.8 Scope of the Study**

This is a social science case study on employees' career development in business environment setting. The study was conducted in UMLand subsidiaries in Johor namely Seri Alam Properties Sdn. Bhd. (SAPSB) and Dynasty View Sdn. Bhd. (DVSB). The employees selected to partake in this study were from the list provided by UMLand management. The composition was from various departments and companies that make it significantly worthy as basis to explain the issues of career development among the employees in UMLand. A total of 122 employees were included in this parameter of study. The respondents were working across a wide spectrum of jobs which ranged from managerial functions to variety of sales and project oriented duties (e.g. sales and marketing, township management, project management and financial activity) but excluding general workers; security guards and housekeepers. However, 15 questionnaires were distributed earlier as pilot test, leaving 107 questionnaires distributed for data analysis.

## 1.9 Limitations of the Study

The following items review some of the limitations in doing this research which could be potentials for more complete researches:

1. The research is designed for a case study. Since this is a case study, the findings are limited to the UMLand subsidiaries in Johor only. Hence, it is not applicable to other subsidiaries of UMLand in other part of Malaysia. The sampling number is also limited to 122 respondents only. Should there be more respondents, which may be including other UMLand subsidiaries in Bangi and Kuala Lumpur, the analysis would be more reflective.
2. Time constraint to complete the study is also a limitation. The study could be done in more detail and more in depth should more time is allocated. The accuracy or honesty of answering questionnaires is also a challenge for getting the true picture of career development in UMLand. Time constraint and bias could hinder respondents from giving a more well thought and reflective answers.
3. The research measured career attitudes, not vocational behaviour. The results of the research should imply on UMLand employees' perception on career development but can they be used to predict and measure whether the rhetoric matches reality in terms of the positive outcomes assumed regarding taking protean attitudes toward the career is another question. Such questions are crucial to the academic discourse on the career and to the potential for such discourse to make meaningful and practical recommendations.
4. The research framework of this study was focused only on determining the career development of UMLand. So, the findings and results might not be applicable to other organizations. Further experiments are needed for sampling and extending the results to these organizations.



5. This research used quantitative method. Also the research was supported by in-depth literature review and also expert opinion, but further investigation using focus group and/or interview could be considered in future research.

## **1.10 Conceptual Definitions and Operational Definitions**

### **1.10.1 Career Development**

#### **a) Conceptual**

According to Van Maanen and Schein (1977), career development is “a lifelong process of working out a synthesis between individual interests and the opportunities (or limitations) present in the external work-related environment, so that both individual and environmental objectives are fulfilled. Puan and Ananthram (2006) explained career development as the development of employees that is beneficial to both the individual and organisation. This is supported by Leighbowitz, Farren and Kaye (1986) who believed that career development involves an organised, formalised, planned effort to achieve a balance between the individual’s career needs and the organisation’s work force requirement.

#### **b) Operational**

Career Development in this research focus on the career development efforts enjoyed or experienced by UMLand employees. This includes if staffs enjoy promotion and upgrading from time to time as part of their career progression. Career development is also measured through the availability and importance of a formal process to attain career development to all staffs and also if the employees understand the need for continuous career development. Also, career development is measured through the availability and importance of career planning tools, training and development, self-efficacy and career autonomy.

### **1.10.2 Career Planning**

#### **a) Conceptual**

Career planning is one of the variables in the research framework. Career planning refers to a deliberate process for becoming aware of self, opportunities, constraints, choices and consequences, as well as identifying career related goals, and programming for work, education, and related developmental experience to provide the direction, timing and sequence of steps to attain specific career related goals. This variable is considered following a study by Leibowitz, Farren and Kaye (1986) which found that individuals are responsible for initiating their own career planning and seek out their career options in order to set goals and establish their career plans. This is where individual exerts control over their career and engages in informed choices as to their occupation, organisation, job assignment and self development. Nevertheless, for this study, the researcher also believes that organisations should provide and advise a clear career planning to their employees. This is through discussions and documentations of career blueprint and succession planning.

As explained by Armstrong (2001), career planning is the set of policies and practices an organization uses to shape the progression of individuals within it, in accordance with assessment of organizational needs and the performance, potential and preferences of individual members of the enterprise. A career plan is the roadmap that results from this planning process. Mondy and Noe (2005) described Organizational Career Planning as the planned succession of jobs worked out by a firm to develop its employees. With organizational career planning, the organization identifies paths and activities for individual employees as they develop. Meanwhile, Boudreaux (2001) stated that career development focuses on the alignment of individual subjective career aspects and the more objective career aspects of the organization in order to achieve the best fit between individual and organizational needs as well as personal characteristics and career roles.

## **b) Operational**

In UMLand, succession planning is implemented to ensure each superior identified their successor to be developed. For managerial succession planning, the identified middle management is required to go through a series of management training at HQ. This is to synchronize the other series of management training set for the top management. The training syllabus aimed to prepare the middle management for the role of being in the top management later in their career. Therefore, for the purpose of the research, career planning refers to the availability of career plan for each staff and discussions with superiors on staffs' career goals and objectives. It also refers to whether or not UMLand is aware of their employees' career interest and how they apply them to their job as well as if superiors discuss a strategy for achieving employees' career goals.

### **1.10.3 Training and Development**

#### **a) Conceptual**

Training and development is another independent variable used in the research framework. Training is the activities designed to provide learners with the knowledge and skill needed for their present jobs. Formal training is a planned, structured, and occurs when people are called away from their workstations to participate in this exercise. Development involves learning that goes beyond today's job and has a more long-term focus, it prepares employees to keep pace with the organization as it changes and grows. Mondy and Noe (2005) explained that training and development methods include classroom programs, mentoring and coaching, simulation, distance learning and video-conferencing, e-learning and on the job training. Employee development activities can take many forms, including assessment and feedback, training programs or courses, and other work experiences. Blau et al. (2008) stated that employee development may not be a formal part of one's job. It can occur through such work experiences as special assignments, voluntary participation in task forces, committees and projects, and other events in which something is learned or skills are developed.

## **b) Operational**

In this research, training and development refers to the Individual Development Plans (IDP) made available to employees of UMLand. It also means if whether the organization is working in partnership with individual employees to assess training needs and incorporate it into individual employee development plans and if the organization promotes equal training opportunity for all employees through implementing the training included in the IDP. Training and development in this research also refers to the plan that superiors and staffs discussed, the actual training provided to staffs, if the staff participated in the training programs at least once a year to support their career development and that the training programs outputs are evaluated in relation to the benefit of the training experience and its reflection on career development.

In UMLand, each staff needs to fulfil at least two-man-days of training as part of their Key Performance Indicators (KPI). The company has allocated 2% of employee salary in its yearly budget to spend for training courses. These courses comprise of external trainings, in-house as well as on-the-job trainings. This is to ensure each staff has the opportunity and motivation to attend trainings and develop themselves. All applications to attend trainings recommended by superior will be reviewed and approved by the Head of Department, Head of Subsidiary and Group Human Resource and finally the Group CEO. High emphasis is given to trainings related to project quality and safety as required by the law. Nevertheless, sales strategy and skills trainings are also stressed to ensure high product sales and revenue. Other trainings related to finance, customer care, property management, administration and human resources are also provided, along side with soft-skills and motivation trainings.

#### **1.10.4 Self-Efficacy**

##### **a) Conceptual**

This variable is also considered because of the earlier researches linked self-concept and its positive outcomes that lead to the development and expansion of career goals and expectations. Notably, Super's (1963) research on "Life-Span" or "Life-Space Theory" marked as one of the greatest contributions to career development. His theory has greatly influenced how we look at career practices. It highlighted that individuals make changes during developmental stages and adapt to changing life roles based on the idea of their "self-concept", which is the driving force that establishes a career pattern. This driving force is, in the researcher's opinion, a significant variable in this research framework.

##### **b) Operational**

For the purpose of this research, self-efficacy is the third independent variables in the research framework. An individual's perception about their ability to perform a given task or behaviour (efficacy expectation) and their belief about the consequences of behaviour or performance (outcome expectation) affects career development. An individual with a sense of self-efficacy would know their capability to achieve their career goals. It is a physiological state that a person's hold which directs them to perform his work at the best of their capacity. In this research, self-efficacy is measured through UMLand's employees' believe in their ability in truly learning new things or developing new skills aligned with their career development plans.

### **1.10.5 Career Autonomy**

#### **a) Conceptual**

Mondy and Noe (2005) described autonomy as the extent of individual freedom and discretion employees have in performing their jobs, jobs that provide autonomy often lead employees to feel responsible for work outcomes. Hall (2002) asserted that the protean and authentic career concepts emphasize a self-directed approach to learning and the idea that it is the manager who drives the career. The highest degree of autonomy is intrinsic motivation in which according to Deci (1975) participation in learning for its own sake; to experience the inherent pleasure and satisfaction that derives from participation. Extrinsic motivation implies participation as a means to an end i.e. career development or promotion rather than for any intrinsic satisfaction. Carbery and Garavan (2007) described autonomy as a situation in which the manager takes the initiative to identify learning needs and goals, select appropriate learning strategies, and participate in Career-Focused Learning and Development (CLFD), and he or she is expected to adopt a mindset that highlights freedom, self-direction, and the selection of career and learning opportunities that are based on the manager's personal values.

#### **b) Operational**

In this research, career autonomy refers to UMLand's staffs' believes in the influence they have on determining the desired training fields irrespective of the real job needs. Career autonomy also means the freedom for staffs to select training and learning opportunities that are compatible with their career path and development. Employees also identify their learning needs and goals, select learning strategies and participate in learning opportunities that improve their career development. Furthermore, career autonomy also means the organization is flexible towards employees' other career and training choices like; training during working hours or works for other parties. Ultimately, it means that employees have considerable control over the choices they make in their career.

### **1.11 Summary**

In conclusion, current issues of career development lead the researcher to study the relationship between individual factors and organizational support and career development. The research questions aim to understand the relationships between career planning, training and development, self-efficacy and career autonomy and career development at UMLand. This chapter gives explanation on overall aspect of this research including problem statement, research questions, objectives, purpose of study, significance and limitations of study. The research questions and objectives discussed will be further analysed in the following chapters.

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