

**A STUDY OF DETERMINANTS OF THE
INTRINSIC CAREER SUCCESS**

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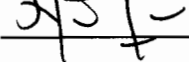
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DECLARATION

I hereby declare that this thesis is my own work and effort. Where other sources of information have been used, they have been acknowledged. The work was done under the guidance of Professor Dr Norazuwa Mat at the University Utara Malaysia, Malaysia.

I certify that any help received in preparing this thesis and all sources used have been acknowledged in this thesis.

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ABSTRACT

The research seeks to identify the determinants of intrinsic career success among employees. The factors studied are good relationship with the supervisor and the performance evaluation fairness. Intrinsic career success is one of the important aspects in an organization and it is crucial for organizations to understand these factors in order to develop policies and strategies that can optimize their employees' intrinsic career success. Data was collected from 200 employees in the organization. The result of this study indicates that good relationship with supervisor and performance evaluation fairness has significant relationship with intrinsic career success. From this research, organization could focus factors that can help to increase the employee intrinsic career success in order to keep the productive employee that are satisfied and motivated from both personal and work perspective under great place of work.

ABSTRAK

Kajian ini bertujuan untuk menentukan faktor-faktor yang menyebabkan kejayaan kerjaya intrinsik. Faktor-faktor yang dikaji ialah hubungan baik dengan penyelia dan keadilan penilaian prestasi. Kejayaan kerjaya intrinsik adalah aspek yang penting dalam sesebuah organisasi supaya memperkenalkan polisi and strategi yang boleh mengoptimumkan kejayaan kerjaya intrinsik pekerja-pekerja selepas memahami aspek ini. Data dikumpulkan daripada 200 pekerja dalam organisasi. Keputusan kajian ini menunjukkan bahawa hubungan baik dengan penyelia dan keadilan penilaian prestasi ada berkaitan dengan kejayaan kerjaya intrinsik. Daripada kajian ini dan memahami factor-faktor ini, organisasi boleh meningkatkan tahap kejayaan kerjaya intrinsik supaya mempunyai pekerja-pekerja yang produktif dan bermotivasi dari segi peribadi dan kerjaya di bawah tempat kerja yang bagus dan bahagia.

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CHAPTER 1

INTRODUCTION

1.1 Introduction to the study

Definition of 'career' is "an evolving sequence of a person's work experience over time" (Kidd, 2008). Generally, career success can be defined as the real or perceived achievements individual accumulated as a result of their work experiences (Judge, Cable, Boudreau, & Bretz, 1995). Career success can be always breakdown into two components which are: 'extrinsic' and 'intrinsic'. Judge et al. (1995) defined 'extrinsic' success in terms of salary, number of promotions. However, 'intrinsic' career success is different from extrinsic career success because it focuses on perception of satisfaction with one's overall job experiences, as opposed to actual advancements in job level and salary. For intrinsic career success it further breakdown to two important components which is satisfaction with (i) one's job and with (ii) one's career (Judge, 2000).

According to Judge et al. (1995); Melamed, (1996a), the terms of career and success has 'objective' (also refer to extrinsic) and 'subjective' (also refer to intrinsic) elements of achievement and progress of an individual through the vocational lifespan. Objective career success is measured in terms of *society's* evaluation of achievement with reference to extrinsic measures, such as salary and managerial level. In contrast,

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